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**REPORT TO THE  
SAN FRANCISCO BOARD OF SUPERVISORS**

**SPECIAL STUDY OF  
PROGRAMS AFFECTING THE HOMELESS  
ADMINISTERED BY THE  
CITY AND COUNTY OF SAN FRANCISCO**

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**BOARD OF SUPERVISORS  
BUDGET ANALYST**

**OCTOBER, 1994**





CITY AND COUNTY



OF SAN FRANCISCO

## BOARD OF SUPERVISORS

BUDGET ANALYST

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October 17, 1994

Honorable Angela Alioto  
President, Board of Supervisors  
City and County of San Francisco  
Room 235, City Hall  
San Francisco, California 94102

Dear President Alioto:

Transmitted herewith is the Budget Analyst's special study of programs affecting the homeless administered by the City and County of San Francisco (City). The scope of the study was to determine and verify the source of funds for all homeless programs, specify expenditures for homeless programs, identify administrative and management responsibility for such programs, and provide an inventory of services provided by homeless programs administered by the City and County of San Francisco.

The primary findings of this study are as follows:

- The City administered an estimated total of \$75,791,511 in funding for direct and indirect programs affecting the homeless in FY 1993-94. The General Fund was the revenue source for 43.7 percent of the total, and other local revenue sources contributed another 7.3 percent of the funds. The Federal government provided 35.2 percent, State government provided 12.5 percent, and fees and donations provided 1.3 percent of the funds for programs affecting the homeless that were administered by the City and County.
- The City administered an estimated \$51,405,495 in direct services for the homeless during FY 1993-94, of which 34.4 percent was General Fund money. These services were administered by eleven agencies and Departments of City government.



# BOARD OF SUPERVISORS

## REPORT

FOR THE YEAR 1917

ALBANY, N. Y., 1917

1917

ALBANY, N. Y., 1917

1917

The Board of Supervisors of the County of Albany, New York, in its annual report for the year 1917, has the honor to submit to the people of the county a statement of its activities and a statement of the condition of the county treasury. The Board has the pleasure to announce that during the year 1917 it has been able to maintain the county treasury in a sound and solvent condition, and that it has been able to meet all the obligations of the county. The Board has also been able to carry out its policy of economy and efficiency in its administration. The Board has the honor to thank the people of the county for their confidence in the Board and for their support of its policies.

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Honorable Angela Alioto  
President, Board of Supervisors  
City and County of San Francisco  
October 17, 1994  
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- Although the Office of the Mayor's Homeless Coordinator (\$125,691) has represented the Mayor in all aspects of homeless policy, the Mayor's Homeless Coordinator has no direct authority over any of the City's homeless programs.
- The Mayor's Office of Housing (\$13,318,773) and the Redevelopment Agency (\$3,630,900) administered Federal funds and local Tax Increment funds to provide capital for development of transitional and permanent housing for the homeless and for persons with AIDS/HIV at risk of becoming homeless. In addition, the San Francisco Housing Authority (\$2,876,815) administered a group of Federally-funded Section 8 rent subsidy vouchers and certificates specifically designed to provide permanent housing for homeless persons.
- The Department of Social Services (\$9,083,772) used General Fund revenues to fund shelters and a variety of emergency services for the homeless, as well as social services for formerly homeless persons in transitional and permanent housing projects. The Mayor's Office of Community Development (\$1,865,638) allocated Federal funds for operational and rehabilitation funding for homeless shelters and other emergency social services for the homeless. In addition, emergency shelter services for temporarily homeless battered women and children, supported by the General Fund and other local revenues, were administered by the Commission on the Status of Women (\$442,067).
- The Department of Public Health (\$19,213,373) administered a variety of Federal, State and local funding sources, including \$7,560,987 in General Fund revenues, that supported programs affecting the homeless in the areas of medical services, services for persons with AIDS/HIV, mental health services, and substance abuse services. Some of these programs directly targeted homeless persons and others served homeless persons as part of providing services to the general public.
- The Mayor's Criminal Justice Council (\$94,292) and the Juvenile Probation Department (\$623,000) used State and General Fund monies to fund emergency services for runaway and homeless youth.
- The Commission on the Aging (\$131,174) used local and Federal funds to support services for seniors at risk of homelessness.
- As detailed in this report, the majority of direct services for the homeless were provided by private non-profit organizations, under contract to City agencies and Departments. Many of these organizations receive additional funding from grants and contributions that are not administered by the City.
- We have identified eight areas of City administration that indirectly affect homeless persons or are related to the presence of a homeless population in San Francisco. The estimated cost of these indirect programs in FY 1993-94 was \$24,386,016, of which 63.5 percent was General Fund money.





- General Assistance (\$10,731,388) cash grants, funded 100 percent with General Fund monies, were provided to approximately 3,000 clients each month who declared themselves to be homeless. Aid to Families with Dependent Children (AFDC) (\$1,847,292), funded primarily with Federal (47.8 percent) and State (44.4 percent) revenues, provided cash grants to an average of 181 homeless families per month and provided various homelessness prevention services.
- San Francisco General Hospital (\$9,111,149) used a combination of State (69.3 percent) and General Fund (30.7 percent) monies to finance the cost of treatment of persons who gave no address and had no third party source of payment for Psychiatric Emergency, Emergency Department, Outpatient and Inpatient services. The Paramedics Division of the Department of Public Health (\$1,000,000) used General Fund monies to fund response to emergency calls involving homeless persons.
- The Departments of Public Works and Recreation and Park provided clean-up services in areas affected by the homeless. The Bureau of Street Environmental Services in the Department of Public Works (\$544,800) used State Gas Tax and Cal Trans revenues, as well as General Fund revenues to allocate staff to perform a variety of street clean-up and repair activities in areas that are heavily used by homeless persons. The Recreation and Park Department (\$436,500) used local revenues to staff the cleanup of areas of Golden Gate Park and neighborhood parks where consistent camping by homeless persons occurs.
- The Police Department (\$537,923) allocated staff to enforce nuisance and quality of life violations as part of the Matrix Program, funded an outreach team to provide security for Department of Social Services and Department of Public Health Matrix outreach workers, and allocated staff to a Matrix Night Referral Shelter Program, all supported by the General Fund. Based on a review of available information and discussions with SFPD administrators, costs for enforcement activities included in this report represent what we believe to be a reasonable estimate of the cost of these activities only as they relate to homeless persons, although the departments were unable to provide clear data to verify our assumptions about the proportion of Matrix activity affecting the homeless. The Sheriff's Department (\$176,964) booked homeless and other persons arrested under the Matrix Program and held some arrestees in jail while awaiting a Municipal Court appearance. All of these expenses were supported by the General Fund. Again, in the absence of adequate data on arrests or the portion of those arrests affecting the homeless, the Budget Analyst has made various assumptions based on available information in order to arrive at a cost estimate for Sheriff's Department expenses related specifically to the homeless.

The Committee on the State of the Union for the Year 1951 has the honor to submit to the Senate and the House of Representatives its report on the state of the Union for the year 1951. The Committee has the pleasure to report that the Government has achieved a number of important accomplishments during the year 1951, and that the country is in a state of general prosperity and well-being.

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Honorable Angela Alioto  
President, Board of Supervisors  
City and County of San Francisco  
October 17, 1994  
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Throughout the course of this study, we were most appreciative of the cooperation of the staff members of the many City Departments that administer programs affecting the homeless.

Respectfully submitted,



Harvey M. Rose  
Budget Analyst

cc: Supervisor Bierman  
Supervisor Conroy  
Supervisor Hallinan  
Supervisor Hsieh  
Supervisor Kaufman  
Supervisor Kennedy  
Supervisor Leal  
Supervisor Maher  
Supervisor Migden  
Supervisor Shelley  
Clerk of the Board  
Mayor Jordan  
Chief Administrative Officer  
Controller  
Teresa Serata  
Robert Oakes  
Ted Lakey  
Eleanor Jacobs, Mayor's Homeless Coordinator

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# INTRODUCTION

This report is in response to a request from the Board of Supervisors that the Budget Analyst conduct a special study of programs affecting the homeless administered by the City and County of San Francisco. Estimates of the number of homeless persons living in San Francisco range from 6,600 to over 10,000. Efforts to address the myriad personal and civic problems caused by homelessness involve most City departments. The Board of Supervisors requested that the Budget Analyst conduct this study of City services affecting the homeless in order to develop a clear picture of the nature and cost of these efforts. Specifically, the scope of the requested study was to determine and verify the following information about programs affecting the homeless:

- Source of funds for all homeless programs;
- Specification of expenditures for homeless programs;
- Identification of administrative and management responsibility for such programs; and
- An inventory of services provided by homeless programs administered by the City and County of San Francisco.

Numerous programs administered by the City and County of San Francisco affect the homeless in some way. The Budget Analyst's analysis focuses on programs that most directly affect the homeless. Some are programs specifically designed to address the problems of the homeless, such as shelters and outreach/referral programs. Other programs are not specifically targeted for homeless people, but address problems commonly experienced by particular segments of the homeless population, such as substance abuse or domestic violence. In such cases, the Budget Analyst has asked the administering City department to estimate the proportion of program costs associated with services for the homeless. Furthermore, some programs administered by the City are geared towards preventing homelessness by providing affordable housing or other services to persons who are at high risk of becoming homeless. We have included such preventive efforts in order to provide a comprehensive picture of services effecting the homeless. This report also includes a description of the most significant programs that are indirectly related to the presence of a homeless population, or affect the homeless in an incidental, or indirect way.

In February of 1994, the Budget Analyst issued a report to the Board of Supervisors containing a survey of the City's current programs and services affecting the homeless population. This special study augments that survey with information regarding specific Federal, State and local funding sources, program descriptions and measures of services. Some of the costs contained in this study differ from those shown in the prior survey because City Departments have provided the Budget Analyst with updated and more comprehensive data than was available at the time the original survey was completed. In particular, capital programs for housing development are now included, as are more current



estimates of Police and Sheriff's Department Matrix Program costs as they relate to the homeless.

### **Organization of the Report**

Part 1 of this report details the nature and cost of direct services for the homeless administered by the City and County of San Francisco. In order to identify the administrative responsibility for each program, this report is organized by City Department. Each section includes a narrative description of the Departmental divisions that administer the programs, the nature of the programs, and the funding sources. Each narrative description is followed by charts that group programs by Department, Division and program type. Each program administered by the City and County is shown by name, together with the FY 1993-94 total cost and cost by funding source, a summary of the use of the funds provided by the City and County, the target segment(s) of the homeless population, and a measure of the services provided with funds administered by the City and County in FY 1993-94. Each set of charts for a particular Department concludes with a summary of costs incurred by funding source in FY 1993-94.

Part 2 of this report concerns indirect costs related to the homeless. As with direct costs, information is organized by the responsible Department or agency, and narrative descriptions are followed by charts with a cost allocation by program type and funding source.

The individual program service statistics are included in order to provide one indicator of the scope of each program. It is important to note that measures of service differ widely, even within a particular program type. City administrators are, in many cases, working to develop more uniform measures of service so that programs can be better evaluated and compared. However, caution must be exercised in evaluating program effectiveness based on a single level of service statistic. For example, a case management program in a transitional housing program might serve fewer clients than another program because it is more -- not less -- cost effective. A full analysis of each program would have to take into account the objectives of the program, which might stress keeping clients in a stable living situation, therefore discouraging the heavy turnover that would boost caseload levels. We have included level of service data for informational purposes, but emphasize that individual programs have to be evaluated in greater detail in order to assess their comparative effectiveness.

### **Summary of Findings**

The summary table on page 3 provides total direct and indirect expenditures by Department and funding source. As specified in the scope of work, the costs identified here are exclusively for funds administered by the City and County of San Francisco.

**DIRECT SERVICES PROVIDED TO THE HOMELESS  
FY 1993-94**

DIRECT SERVICE PROGRAMS	GENERAL FUND	OTHER LOCAL REVENUES	STATE	FEDERAL	FEES AND DONATIONS	TOTAL
Office of Mayor's Homeless Coordinator	\$118,594			\$7,097		\$125,691
Mayor's Office of Housing		\$3,570,045		\$9,748,728		\$13,318,773
Mayor's Office of Community Development				\$1,865,638		\$1,865,638
Mayor's Criminal Justice Council			\$94,292			\$94,292
Department of Social Services	\$9,083,772					\$9,083,772
Department of Public Health	\$7,560,987		\$1,768,945	\$8,925,559	\$957,882	\$19,213,373
Juvenile Probation Department	\$623,000					\$623,000
Redevelopment Agency		\$1,285,000		\$2,345,900		\$3,630,900
San Francisco Housing Authority				\$2,876,815		\$2,876,815
Commission on the Aging		\$97,910		\$33,264		\$131,174
Commission on the Status of Women	\$304,057	\$138,010				\$442,067
<b>TOTAL DIRECT SERVICE COSTS</b>	<b>\$17,690,410</b>	<b>\$5,090,965</b>	<b>\$1,863,237</b>	<b>\$25,803,001</b>	<b>\$957,882</b>	<b>\$51,405,495</b>

**INDIRECT HOMELESS COSTS  
FY 1993-94**

INDIRECT PROGRAMS	GENERAL FUND	OTHER LOCAL REVENUES	STATE	FEDERAL	FEES AND DONATIONS	TOTAL
General Assistance	\$10,731,388					\$10,731,388
Aid to Families with Dependent Children	\$144,076		\$820,812	\$882,404		\$1,847,292
San Francisco General Hospital	\$2,800,000		\$6,311,149			\$9,111,149
Paramedics Division, DPH	\$1,000,000					\$1,000,000
Department of Public Works	\$83,200		\$461,600			\$544,800
Department of Recreation and Parks		\$436,500				\$436,500
Matrix Program Enforcement & Services - Police Dept.	\$537,923					\$537,923
Matrix Program - Sheriff's Department	\$176,964					\$176,964
<b>TOTAL INDIRECT COSTS</b>	<b>\$15,473,551</b>	<b>\$436,500</b>	<b>\$7,593,561</b>	<b>\$882,404</b>	<b>\$0</b>	<b>\$24,386,016</b>

<b>TOTAL DIRECT AND INDIRECT COSTS</b>	<b>\$33,163,961</b>	<b>\$5,527,465</b>	<b>\$9,456,798</b>	<b>\$26,685,405</b>	<b>\$957,882</b>	<b>\$75,791,511</b>
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Costs shown here represent estimates of the portion of program activity that affected the homeless. In some cases, particularly for Police and Sheriff's Department Matrix Program costs, the Budget Analyst has had to make numerous assumptions based on available information to arrive at a reasonable estimate in the absence of data on the proportion of program activity involving the homeless.



## DIRECT SERVICES

A combination of eleven City agencies and Departments provided direct services to the homeless during FY 1993-94. The City spent a total of approximately \$17.7 million from General Fund sources, and an additional \$5.1 million in other local revenues such as tax increment and Open Space Funds to support these services. The total funds administered by the City and County for these direct services, with Federal and State funds and fees and donations, was approximately \$51.4 million. The proportion of funds provided by each funding source for direct services is as follows:

<u>Source of Funds for Direct Services</u>	<u>Proportion of Total Funds</u>
City General Fund	34.4%
Other Local Revenues	9.9%
State Funds	3.6%
Federal Funds	50.2%
Fees and Donations	1.9%
TOTAL	100.0%

The City Agencies and Departments involved with providing direct services for the homeless fund a wide range of programs, as summarized below. Figures in parenthesis show total funding for direct homeless services administered during FY 1993-94 by the City and County of San Francisco, followed by the General Fund expenditure.

- Office of the Mayor's Homeless Coordinator (Total: \$125,691, General Fund: \$118,594): Represents the Mayor in areas of homeless policy, services and funding. Has no direct authority over City department activities, and does not administer any direct homeless programs.
- Mayor's Office of Housing (Total: \$13,318,773, General Fund: \$0): Administers Federal funding to provide capital for transitional and permanent housing development for the homeless and those at risk of homelessness. Also provides Federal administrative funding for non-profit housing development corporations. Funding sources are Federal Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG), HUD HOME Investment Partnership Program, and the Citywide Tax Increment Bond Program.
- Mayor's Office of Community Development (Total: \$1,865,638, General Fund: \$0): Administers Federal operational and rehabilitation funding for homeless shelters and community-based social services for the homeless through allocation of CDBG funds and HUD Emergency Shelter Grant Program funds.
- Mayor's Criminal Justice Council (Total: \$94,292, General Fund: 0): Administers State Realignment funds used for contract to provide emergency stabilization services for homeless youth.



- Department of Social Services (Total: \$9,083,772, General Fund: \$9,083,772): Homeless Services Division administers funding for shelters and emergency services, the two City-owned Multi-Service Centers, social services provided in transitional and permanent housing projects for the homeless, a Citywide street outreach and referral team that works with the Police Department as part of the Matrix program, and homelessness prevention services. In addition, the Family and Children's Services Division administers programs for homeless youth.
- Department of Public Health (Total: \$19,213,373, General Fund: \$7,560,987): Community Public Health Services Division (CPHS) administers medical and psychosocial care services for the homeless provided at the Tom Waddell Clinic and several satellite locations. The CPHS medical services for the homeless are primarily supported by the General Fund, but also receive support from Federal McKinney Act grants and Ryan White CARE grants (for services to homeless people with AIDS), as well as grants from the private Comic Relief Foundation.

The AIDS Office of CPHS administers case management, advocacy, housing and housing-based support services, and medical and mental health services for persons with AIDS. Most programs are not specifically targeted for homeless persons. The primary source of funds for these services was Federal Ryan White CARE funds.

The Community Mental Health Services (CMHS) unit administers crisis/short-term treatment programs, outreach and case management programs, including a Matrix outreach team, mental health services in permanent housing projects for formerly homeless persons, and outpatient/long-term treatment programs that serve, among others, homeless persons with mental health needs. The primary funding sources for these services is the General Fund, supplemented by McKinney Act and other HUD funds, State Realignment funds, and program fees.

The Community Substance Abuse Services (CSAS) unit administers transportation/outreach services for homeless substance abusers, including a Matrix Program outreach worker, detoxification/crisis programs, short-term treatment services for alcohol and other substance abusers, and long-term treatment for alcohol and other substance abusers. Most programs serve a general clientele that includes significant numbers of homeless persons. Approximately half of the funding for these services comes from the Federal government, including the substance abuse block grant, and Federal Drug/MediCare funds. A formula grant from the State Department of Alcohol and Drug Problems, the City's General Fund, and program fees also provide major funding for these services.

- Juvenile Probation Department (Total: \$623,000, General Fund: \$623,000): Administers a contract for shelter of runaway youth, and funds a probation officer to work with runaway youth in connection with this contract, both of which are supported by the General Fund.

- Redevelopment Agency (Total: \$3,630,900, General Fund: \$0): Administers Federal funds for housing for people with AIDS, many of whom are at risk of becoming homeless. Also administers Tax Increment Funds from the South of Market Redevelopment Area, some of which are used to provide capital for mixed income housing developments with units designated for homeless persons.
- The San Francisco Housing Authority (Total: \$2,876,815, General Fund: \$0): The Subsidized Housing Division administers a group of Federally-funded Section 8 rent subsidy vouchers and certificates specifically designed for homeless persons.
- The Commission on the Aging (Total: \$131,174, General Fund: \$0): Administers Off-Street Parking funds used to support services for seniors at risk of homelessness, including case management, housing placement, meal service and health screening.
- The Commission on the Status of Women (Total: \$442,067, General Fund: \$304,057): Administers General Fund and Marriage License Fee funds allocated to support shelter services for battered women and children who are temporarily homeless.

## INDIRECT SERVICES

We have identified eight areas of City and County administration that indirectly affect homeless persons or are related to the presence of a homeless population in San Francisco. Indirect services relied more heavily on General Fund support than did direct services for the homeless. The City spent an estimated total of approximately \$15.5 million from General Fund sources, and an additional \$436,500 from other local revenues, on these indirect costs affecting the homeless. The total funds administered by the City and County for indirect costs affecting the homeless in FY 1993-94, including Federal and State funds, was approximately \$24.4 million. The proportion of funds provided by each funding source for these indirect services is summarized below:

<u>Source of Funds for Indirect Programs</u>	<u>Proportion of Total Indirect Funds</u>
City General Fund	63.5%
Other Local Revenues	1.8%
State Funds	31.1%
Federal Funds	<u>3.6%</u>
TOTAL	100%



The nature of indirect services for the homeless, and the responsible administrative unit, are identified below:

- General Assistance (Total: \$10,731,388, General Fund: \$10,731,388): The Department of Social Services (DSS) administers the General Assistance Program, which provides cash grants to qualified needy City residents. DSS estimates that approximately 3,000 General Assistance clients each month declared themselves as homeless during FY 1993-94. Although General Assistance payments are a major component of City expenditures on the homeless, it is important to note that, even if homeless recipients obtain a stable living situation, most who currently qualify for General Assistance would still need this support in order to make rent payments and meet basic necessities. The General Assistance Program, including the portion of General Assistance Program funds received by homeless persons, is fully funded by the General Fund.
- Aid To Families with Dependent Children (AFDC) (Total: \$1,847,292, General Fund: \$144,076): Provides cash grants to qualified needy families, including an average of 181 homeless families per month in FY 1993-94. Also administers eviction prevention services. AFDC programs affecting the homeless, including cash grants and prevention services, are funded 47.8 percent by the Federal government, 44.4 percent by the State, and 7.8 percent by the General Fund.
- San Francisco General Hospital (Total: \$9,111,149, General Fund: \$2,800,000): SFGH administrators advise that most treatment received by homeless persons at SFGH is not directly caused by the conditions of homelessness, although provision of improved preventive health care to homeless persons could reduce the need for SFGH services. Costs incurred in treatment of persons who gave no address and had no third party source of payment in the areas of Psychiatric Emergency, SFGH Emergency Department, Outpatient Services and Inpatient Services are included as indirect costs. These costs are covered by a combination of General Fund and State subsidies.
- Department of Public Health, Paramedics Division (Total: \$1,000,000, General Fund: (\$1,000,000): Provides emergency medical service and ambulance rides to homeless persons requiring urgent care. A 1992 study indicated that seven percent of total emergency calls to the Paramedics Division involved the homeless. The General Fund supports these services.
- Department of Public Works, Bureau of Street Environmental Services (Total: \$544,800, General Fund: \$83,200): Allocates staff to clean up freeway on/off ramps, repair fences adjacent to freeways, remove homeless encampment material, clean sidewalks, perform steam cleaning, flush streets, clean up United Nations and Hallidie Plazas, and repair damaged landscape in areas used heavily by homeless persons. These activities are supported primarily by the local share of State Gas Tax revenues, as well as the General Fund and CalTrans.



- Recreation and Park Department (Total: \$436,500, General Fund: \$0): Allocates staff to clean up areas of Golden Gate Park and approximately 20 neighborhood parks where consistent camping by the homeless occurs. Funding sources include the Recreation and Park Special Revenue Fund and the Open Space Fund.
- Police Department, Matrix Enforcement (Total: \$537,923, General Fund: \$537,923): Allocates staff to enforce nuisance and quality of life violations as part of the Matrix Program. In addition to Police Officer time used for issuance of citations and making arrests, activities include an outreach team that accompanies DSS and DPH outreach workers and a night referral shelter program. These activities are entirely supported by the General Fund. Costs shown in this report represent an estimate of the cost of these activities as they relate to homeless persons, and do not include costs incurred for other persons affected by the Matrix Program. In the absence of any hard data to quantify the number of homeless persons affected by Matrix Program enforcement, the Budget Analyst has made assumptions based on a review of SFPD and Municipal Court data and consultation with SFPD officials in charge of the Matrix Program, to arrive at what we believe is a reasonable cost estimate.
- Sheriff's Department, Matrix Program (Total: \$176,964, General Fund: \$176,964): As a result of Police Department Matrix enforcement efforts, the Sheriff's Department incurs costs of booking persons arrested under the program, holding persons in jail who are not released immediately, and referring certain arrestees for review by a contractor for possible release. As with the Police Department, costs shown in this report represent an estimate of the cost of these activities as they relate to homeless persons in the absence of verifiable information, and do not include costs incurred with respect to other persons affected by the Matrix Program. All costs are supported by the General Fund.

## Conclusion

The City and County of San Francisco administered an estimated total of \$75,791,511 in funding for direct and indirect programs affecting the homeless in FY 1993-94. General Fund revenues provided an estimated \$33,163,961 of the funds (43.7 percent) to support these activities, and an additional \$5,527,465 (7.3 percent) was funded from other local revenues. Federal funds affecting the homeless that were administered by the City totalled \$26,685,405 (35.2 percent), State funds totalled \$9,456,798 (12.5 percent), and fees and donations for programs affecting the homeless totalled \$957,882 (1.3 percent) in FY 1993-94.

The Federal Department of Housing and Urban Development (HUD) is urging local communities to develop "continuum of care" plans to insure that homeless policy provides an interconnected system for addressing the needs of homeless persons. HUD recently announced a one-time, \$7 million Regional Initiative Grant to the nine Bay Area counties for development of systems and programs for the homeless on a regional basis. Allocation decisions for this grant will be made

at the regional level, with the input of City officials. This report provides information to the Board of Supervisors for use in evaluating San Francisco's ongoing efforts related to the homeless.

Throughout the course of this study, we received cooperation and assistance from administrators throughout the City, as well as from advocates for the homeless. We would like to particularly thank Dr. Luz Mary Harris and Ms. Monique Zmuda of the Department of Public Health, Mr. Jim Buick and Ms. Margaret Donahue of the Department of Social Services, Commander Dennis Martel of the San Francisco Police Department, Mr. Joel Lipski and Mr. Marc Trotz of the Mayor's Office of Housing, Mr. Jon Pon of the Mayor's Office of Community Development, Mr. Paul Boden of the San Francisco Coalition on Homelessness, and Ms. Alyssa Ryker of the Supervised Citation Release Program for their considerable assistance.





**PART 1**

**DIRECT SERVICES FOR THE HOMELESS  
ADMINISTERED BY THE  
CITY AND COUNTY OF SAN FRANCISCO**

**OFFICE OF THE MAYOR'S HOMELESS COORDINATOR****\$125,691**

The Mayor's Homeless Coordinator is responsible for representing the Mayor in the areas of homeless policy, services and funding. The Homeless Coordinator works with the Mayor's Fiscal Advisory Committee on Homelessness, the San Francisco Council on Homelessness, and the San Francisco Coalition on Homelessness, a volunteer organization. The Homeless Coordinator has no direct authority over the activities of City Departments, and does not administer any direct programs for the homeless. The two person staff consists of a Homeless Coordinator and a Special Assistant. Their combined salary and fringe benefits costs for FY 1993-94 were \$125,691, of which \$7,097 was funded through the Federal Community Development Block Grant (CDBG), and the remaining \$118,594 was supported by the General Fund. A grant from the private Northern California Grantmakers Association is currently funding a third position for a six-month period (first half of FY 1994-95) in the office of the Mayor's Homeless Coordinator to coordinate development of a "continuum of care" plan to strengthen the City's applications for Federal funding.

<b>MAYOR'S HOMELESS COORDINATOR</b>	<b>TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS SERVED FY 1993-94</b>
Office of the Mayor's Homeless Coordinator Represents the Mayor on all issues pertaining to homeless policy, programs, funding, etc. Two-person staff.	\$125,691	\$118,594	General Fund	Staffing	Not Applicable (Does not administer programs)	Not Applicable (Does not administer programs)
		\$7,097	CDBG			
<b>TOTAL</b>	<b>\$125,691</b>					

The Mayor's Office of Housing (MOH) administers direct funding for housing development, and provides administrative funding for non-profit housing development corporations. Two Federal Housing and Urban Development Department (HUD) programs are primary sources of funding for the MOH's housing activities for the homeless: the Community Development Block Grant (CDBG) and the HOME Investment Partnership Program. An important local funding source is the Citywide Tax Increment Bond Program, which uses a portion of the proceeds from tax increment bonds issued by the Redevelopment Agency to provide capital for Citywide housing development. None of the MOH's programs for the homeless use General Fund monies, although as noted above, local revenue from tax increment funds is administered by MOH. MOH committed a total of \$13,318,773 in Federal funds and tax increment funds in FY 1993-94 to housing development projects for homeless people.

### **I. CAPITAL FOR HOUSING DEVELOPMENT**

MOH provides capital to finance the purchase, rehabilitation or construction of housing. The housing is subject to long-term use restrictions, requiring that it be leased only to low income people for a typical period of 50 years. Overall funding priorities for housing development are established through development of the City's Comprehensive Housing Affordability Strategy (CHAS), which includes a five-year strategy and an annual plan. In order for the City to continue to receive HUD housing funds, the City must secure HUD approval of the CHAS annual plan each year. The CHAS is prepared by the MOH with an Advisory Committee including representatives from the Departments of Social Services, Public Health and City Planning, the Mayor's Office of Community Development, the Mayor's Homeless Coordinator, the Redevelopment Agency, and a variety of community agencies and advocacy groups. The current CHAS five-year plan lists as the top priority for the City's investment allocation strategies activities to address the "lowest income and extremely low income households who are homeless or at imminent risk of becoming homeless." The CHAS document includes detailed descriptions of housing needs and spending priorities.

The CDBG Citizens Review Committee allocates a portion of CDBG funds for a Housing Site Acquisition Pool and a Community Housing Rehabilitation Pool, from which funding for housing for the homeless is obtained. These overall allocations must be approved annually by the Board of Supervisors as part of the CDBG budget. A description of the targeted populations for use of HOME Program funds, prepared by MOH, must also be approved by the Board of Supervisors and submitted to HUD each year. The Redevelopment Commission establishes policy guidelines for use of Citywide Tax Increment Funds.

The MOH issues Notices of Funding Availability to request applications from housing developers to address priorities identified in the CHAS and CDBG/HOME allocations processes. MOH staff submit recommendations for specific project funding to the Affordable Housing Loan Committee, which includes representatives from the MOH, the Redevelopment Agency, as well as the Mayor's Homeless



Coordinator. (In cases where the proposed projects include supportive services, representatives from the DSS and DPH also sit on the Affordable Housing Loan Committee.) Final loan commitments are made by the Mayor, for Tax Increment Funds, the Redevelopment Commission.

In reviewing funding for housing production, three factors must be noted. First, housing projects are generally developed over more than one year, so a snapshot of one fiscal year may not capture all City funds contributed to a particular project. Second, most housing projects rely on a combination of funding sources, so the City's contribution does not reflect total costs. Occasionally a project that receives a commitment of City funds will not go forward because of a failure to obtain other necessary funding. Third, in order to provide housing that will be affordable to very low income people over the long term, the City and other funding sources provide development capital to reduce or eliminate mortgages, thereby permitting lower rent levels. However, even when a building has no debt whatsoever, its other ongoing operating costs may exceed the rental income that can be collected from extremely low income (formerly homeless) tenants. Therefore, homeless housing development costs typically include a long term rent subsidy.

#### **A. Transitional Supportive Housing Production**

**\$5,430,945**

Transitional supportive housing provides medium-term (typically up to two years) housing for homeless people with on-site services designed to help residents achieve a stable living situation. Such services can range from basic case and money management to substance abuse or mental health treatment. (These services are not funded by MOH, but may be funded by the Department of Social Services or the Department of Public Health.) In FY 1993-94, MOH provided \$5.4 million, or 41 percent of MOH-administered funds for the homeless, in assistance to fund predevelopment, site acquisition and rehabilitation costs for five projects, which together are expected to provide 84 beds in transitional supportive housing facilities. One of the facilities will serve families, two are designed for women with AIDS who are recovering from substance abuse problems, one will target adults with mental disabilities who are recovering from substance abuse problems, and a fifth will house women recovering from domestic violence.

#### **B. Permanent Supportive Housing**

**\$6,414,726**

Permanent supportive housing for the homeless is designed to serve formerly homeless people who are ready to sustain a stable living situation. Services such as case and money management, as well as direct rent payment arrangements under which an agency pays rent from an individual's monthly benefit check and provides them with the remainder, are in some cases available to residents at these housing sites. (These services are not funded by MOH, but some are funded by DSS or DPH.) In FY 1993-94, MOH provided \$6.4 million (48 percent of MOH funds for the homeless) to fund partial acquisition and/or renovation of six projects, which together are expected to provide 284 beds in permanent housing. One of the projects will house single parent families, two will serve adults with mental disabilities,

and three will serve a broad clientele of formerly homeless adult women and men. Over the next two years, MOH will also administer approximately \$12.8 million in long-term rental assistance for homeless persons with disabilities, awarded under the Federal Shelter Plus Care Program. (No Shelter Plus Care funds were expended during FY 1993-94, as the first grant monies were received at the end of the fiscal year.)

### **C. Homeless Set-Asides in Mixed-Income Housing**

**\$481,644**

In addition to funding development of supportive housing projects devoted entirely to serving the homeless population, MOH allocates capital funding to reserve units in mixed income housing projects for formerly homeless people who do not require extensive on-site services. In FY 1993-94, MOH allocated \$481,644, or less than four percent of MOH funds for the homeless, to assist the construction or renovation of 93 units for homeless people in five mixed-income housing projects. Most of the units are targeted to single adults, although four units in two projects are designated for families.

## **II. HOUSING DEVELOPMENT CORPORATION ADMINISTRATIVE SUPPORT \$682,958**

The City administers CDBG contracts with nine non-profit housing development corporations to support staffing of housing development for low and moderate income people. Through a review of the housing development activities related to the homeless performed by each housing development corporation, MOH has estimated that housing development corporation contract costs associated with the homeless were \$692,958 in FY 1993-94, or five percent of total funds for the homeless administered by MOH.

## **III. MOH ADMINISTRATION**

**\$308,500**

Fifteen staff persons at MOH spend, collectively, approximately 35 percent of their time working on projects for homeless and at-risk-of-homelessness populations. Total estimated staff costs associated with these activities were \$308,500 in FY 1993-94. MOH receives CDBG funding to fund these salary and fringe benefit costs fully.



**CAPITAL FOR HOUSING DEVELOPMENT—MAYOR'S OFFICE OF HOUSING**

<b>TRANSITIONAL SUPPORTIVE HOUSING</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>**TOTAL BEDS ASSISTED FY 1993-94</b>
<b>Project/Developer</b>						
•Richmond Women's Residence/ Asian Women's Shelter.	\$750,000	\$750,000	CDBG	Acquis. of 2-Unit Building	Women Recovering from Domestic Violence	18
•Howard Street Women's Residence/ Chemical Awareness and Treatment Services, Inc.	\$2,161,800	\$2,161,800	Citywide Tax Increment	Acquis. and Rehab. of Warehouse	Single Women with AIDS & Substance Abuse Recovery	30
•Richmond Hills Residence/ Mercy/Charities Housing California.	\$2,279,145	\$1,362,900 \$916,245	HOME Citywide Tax Increment	Acquis. and Rehab. of Former Shelter	Families	14
•Inner Sunset Residence/ Chemical Awareness and Treatment Services, Inc.	\$225,000	\$225,000	HOME	Rehabilitation of 2-Unit Building	Adults with Mental Disab. & Substance Abuse Recovery	12
•Lodestar House/ Haight Ashbury Free Clinics.	\$15,000	\$15,000	Citywide Tax Increment	Predevelop. Costs	Adult Women w/ AIDS & Substance Abuse Recovery	10
<b>SUBTOTAL</b>	<b>\$5,430,945</b>					

<b>PERMANENT SUPPORTIVE HOUSING</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>**TOTAL BEDS ASSISTED FY 1993-94</b>
<b>Project/Developer</b>						
•San Cristina Hotel/ Community Housing Partnership.	\$213,300	\$213,300	CDBG	Acquis. & Conversion of Former Office Bldg.	Adult Men and Women	59
•Jones Street Apartments/ Mercy/Charities Housing California.	\$1,606,426	\$1,606,426	HOME	Acquis. & Rehab. of Apartment Bldg.	Adult Men and Women	50
•Altamont Hotel/ Mission Housing Development Corp.	\$2,060,000	\$2,060,000	CDBG	Acquis. & Rehab. of Res. Hotel	Adult Men and Women	88
•McAllister Street Residence/ Innovative Housing Shared Housing w/ Supportive Services.	\$360,000	\$360,000	Citywide Tax Increment	Acquis. of Newly Renov. Bldg.	Single Parent Families	6
•Lyric Hotel/ Tenderloin Housing Development Corp. Site for Shelter Plus Care grant.	\$2,100,000	\$2,100,000	CDBG	Acquis. & Rehab. of Res. Hotel	Adults w/ Mental Disabilities & Sub.Ab.Probs.	60
•Eddy Street Apartments/ Housing for Independent People.	\$75,000	\$75,000	Citywide Tax Increment	Predevelop. Costs	Adults w/ Mental Disabilities	21
<b>SUBTOTAL</b>	<b>\$6,414,726</b>					

\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Programs described here may receive additional funding from outside sources. Figures are based on funds committed during FY 1993-94.

\*\*Total beds assisted shows number of beds in project. All projects combine City funding with other sources. Also, City may fund same project in more than one fiscal year.



**HOUSING DEVELOPMENT CORPORATION AND MOH ADMINISTRATION  
MAYOR'S OFFICE OF HOUSING**

HOMELESS SET-ASIDES IN MIXED INCOME HOUSING	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	**TOTAL BEDS ASSISTED FY 1993-94
Homeless Set-Asides in Permanent Mixed-Income Housing for Adults.	\$279,208	\$202,624	CDBG	Rehab.	Adult	42
		\$76,584	HOME		Men and Women	
Homeless Set-Asides in Permanent Mixed-Income Housing for Families.	\$202,436	\$160,436	HOME	Acquis. &	Families	4
		\$42,000	Citywide	Rehab./Const.		
			Tax Increment			
<b>SUBTOTAL</b>	<b>\$481,644</b>					

HOUSING DEVELOPMENT CORP. ADMINISTRATIVE SUPPORT	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	TOTAL HOMELESS SERVED FY 1993-94
ASIAN, Inc.	\$109,990	\$109,990	CDBG	Housing Development Staff	See Projects Under Capital for Housing Development	Not Applicable
Bernal Heights Housing Corporation	\$35,775	\$35,775	CDBG	Housing Development Staff	See Projects Under Capital for Housing Development	Not Applicable
Chinese Community Housing Corporation	\$59,396	\$59,396	CDBG	Housing Development Staff	See Projects Under Capital for Housing Development	Not Applicable
Community Housing Partnership	\$100,000	\$100,000	CDBG	Housing Development Staff	See Projects Under Capital for Housing Development	Not Applicable
Housing Conservation and Development Corporation	\$15,992	\$15,992	CDBG	Housing Development Staff	See Projects Under Capital for Housing Development	Not Applicable
Housing Development and Neighborhood Preservation Corporation	\$9,701	\$9,701	CDBG	Housing Development Staff	See Projects Under Capital for Housing Development	Not Applicable
Mission Housing Development Corporation	\$176,757	\$176,757	CDBG	Housing Development Staff	See Projects Under Capital for Housing Development	Not Applicable
Tenderloin Neighborhood Development Corporation	\$96,429	\$96,429	CDBG	Housing Development Staff	See Projects Under Capital for Housing Development	Not Applicable
Tenants and Owners Development Corporation	\$78,918	\$78,918	CDBG	Housing Development Staff	See Projects Under Capital for Housing Development	Not Applicable
<b>SUBTOTAL</b>	<b>\$682,958</b>					

MOH ADMINISTRATION	\$308,500	\$308,500	CDBG	Admin. of hsg. for Homeless		
<b>SUBTOTAL</b>	<b>\$308,500</b>					

MOH TOTAL	\$13,318,773	\$6,317,382	Fed. CDBG
		\$3,431,346	Fed. HOME
		\$3,570,045	Citywide
			Tax Increment

\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Programs described here may receive additional funding from outside sources. Figures are based on funds committed during FY 1993-94 for capital programs, and CDBG program year 1993 for administrative funds.

\*\*Total beds assisted shows number of beds for homeless in project. All projects combine City funding with other sources. Also, City may fund same project in more than one fiscal year.

## **MAYOR'S OFFICE OF COMMUNITY DEVELOPMENT**

**\$1,865,638**

The Mayor's Office of Community Development (MOCD) administers Federal operational and rehabilitation funding for homeless shelters and community-based social services for the homeless under two major programs of the Federal Department of Housing and Urban Development (HUD): the Community Development Block Grant Program (CDBG) and the Emergency Shelter Grant Program. MOCD coordinates the allocation process for CDBG funds. While the Mayor's Office of Housing administers CDBG capital for transitional and permanent housing development, the Mayor's Office of Community Development administers CDBG operational funds for homeless shelters and other emergency services for the homeless, as well as CDBG rehabilitation funds for such facilities. The MOCD also administers the HUD Emergency Shelter Grant Program (ESGP), an entitlement program<sup>1</sup> that provides funds for operating costs, rehabilitation and social services at shelters for the homeless. The MOCD frequently combines CDBG and Emergency Shelter Grant Funds in assisting local programs. The MOCD does not administer any General Fund monies for the homeless. In FY 1993-94, the MOCD allocated a total of \$1.9 million in Federal funds for homeless services.

The Emergency Shelter Grant Program operates on a fiscal year that begins on March 1 of each year. The MOCD issues Notices of Funds Available, and MOCD staff submit recommendations for specific project funding to an ESGP Subcommittee of the CDBG Citizens Review Committee. The Citizens Review Committee makes ESGP funding recommendations to the Mayor, who submits a proposed ESGP budget to the Board of Supervisors annually for approval.

The CDBG Citizens Review Committee also has a subcommittee devoted to Public Services. Staffing for emergency services for the homeless is eligible for funding under this category of the CDBG program. MOCD issues CDBG Notices of Funds Available for Public Services Program funds just as it does for ESGP funds. The CDBG Citizens Review Committee makes recommendations to the Mayor, who submits a proposed CDBG budget to the Board of Supervisors annually for approval. CDBG Public Services funding for homeless services was \$228,516 in 1994. (Note that CDBG funds are allocated on a calendar fiscal year, so funds listed are actually calendar year 1994.)

### **I. OPERATION OF SHELTERS AND OTHER EMERGENCY SERVICES**

**\$759,466**

The MOCD used ESGP and CDBG funds to support general operations and/or staffing of 21 programs in 1994, at an annual cost of \$759,466, or 41 percent of total funds for homeless services allocated by MOCD. The MOCD provided operations funding for twelve shelters in 1994. Other emergency services, including food programs, emergency substance abuse services, youth counseling, housing and job

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<sup>1</sup>An entitlement program is a program where Federal funding is based on a formula allocation.



placement, and veteran's benefits advocacy services also receive operating and staff support from the MOCD.

## **II. PREVENTION OF HOMELESSNESS**

**\$103,000**

ESGP funds can also be used to support services designed to prevent homelessness. In 1994, MOCD supported a program that provides one-time rental assistance grants to households in danger of eviction, a program that provides legal services for people facing eviction, and a case management program for families in danger of eviction, at a total cost of \$103,000, or five percent of total MOCD funds for the homeless.

## **III. REHABILITATION OF EXISTING FACILITIES AND HOMELESS SERVICE PROGRAM POOL**

**\$265,800**

**\$550,000**

Another category of CDBG expenditures involves repairs to existing community facilities. In 1994, \$265,800 was allocated to continue a shelter and a food service renovation project begun earlier, as well as to begin renovation of another shelter and a child care center serving homeless children.

A separate category of CDBG expenditures is also typically used for rehabilitation of facilities. The CDBG budget has, since 1989, included between \$500,000 and \$550,000 per year for a Homeless Service Program Pool. This pool of funds is used by the MOCD to address special needs as they arise during the program year. The 1993 Homeless Service Program Pool funds were used to improve ventilation at homeless shelters, in an effort to reduce the spread of tuberculosis. This allocation of the Homeless Service Program Pool was made by MOCD staff at the request of the Department of Public Health. MOCD staff has made several decisions about how to allocate the 1994 Homeless Service Program Pool funds, but most of the money will not be allocated until the Mayor's Office completes the Continuum of Care Planning Process, expected in November 1994. Currently, approximately \$47,000 of the 1994 Pool has been allocated to finance research that is being conducted in connection with the Continuum of Care Planning Process, including a \$40,000 contract for research on non-profit homeless service deliverers, and \$7,000 to supplement grant funds for a temporary planning position in the office of the Mayor's Homeless Coordinator, to facilitate the Planning Process.

## **IV. MOCD ADMINISTRATION**

**\$187,372**

MOH receives CDBG and ESGP funding to cover salary and fringe benefit costs, which have been estimated based on the ratio of homeless funds administered to total funds administered, using general MOCD administrative overhead factors.



## MAYOR'S OFFICE OF COMMUNITY DEVELOPMENT

OPERATION OF SHELTERS AND OTHER EMERGENCY SERVICES	*TOTAL HOMELESS COST 1994	AMOUNT PER SOURCE 1994	SOURCE OF FUNDS 1994	USE OF FUNDS	TARGET HOMELESS GROUP	**TOTAL HOMELESS TO BE SERVED 1994
•Asian Women's Shelter Provides shelter for battered & monoligual Asian women & children.	\$51,500	\$30,000	Emergency	Facility Costs & Staffing	Battered Asian Women & Children	50 per year Unduplicated
			Shelter Grant			
			Program			
			(ESGP)			
		\$21,500	CDBG/Public Services			
•Catholic Charities/Richmond Hills Provides shelter and case mgmt. to homeless families.	\$30,000	\$30,000	ESGP	Staffing for Case Mgmt. Coordinator	Families	80 per year Unduplicated
•Central City Hospitality House Provides two shelters and a community center in the Tenderloin with support services.	\$60,416	\$12,000	ESGP	Facility Costs & Staff for Counseling & Job Plcmt.	Adult Men & Women and Runaway Youth	40 Beds/ Night
		\$48,416	CDBG/Public Services			
•Chemical Awareness & Treatment Services Provides emergency shelter and support services for women.	\$26,700	\$26,700	ESGP	Facility Costs	Single Women	21,900 per year Unduplicated
•Community Housing Partnership Provides meals for adult men & women.	\$10,000	\$10,000	ESGP	Facility Costs	Adult Men & Women	500 per year Unduplicated
•Dolores St. Community Services Provides emergency shelter and support services at three adult shelters.	\$20,000	\$20,000	ESGP	Facility Costs	Adults	70 Beds/ Night
•Episcopal Community Services/ Shelter, Drop-In, Referral, Case Mgmt.	\$40,000	\$40,000	ESGP	Facility Costs	Adults	250 Beds/ Night
Friendship House Provides emergency care for Native Americans with alcoholism and drug addictions.	\$13,000	\$13,000	ESGP	Facility Costs	Native Americans Addicted to Drugs/Alcoh.	20 Case/ Year Unduplicated
•Golden Gate Community Services Provides emergency services for men.	\$12,500	\$12,500	ESGP	Staffing for Job Counselor	Men	110 Cases/ Year Unduplicated
•Hamilton Family Center Provides emergency shelter to families, expectant couples and pregnant women.	\$50,000	\$50,000	ESGP	Facility Costs	Families Expectant Couples Preg. Women	250 per year Unduplicated
•Jewish Family Services Will provide emergency shelter for families.	\$6,000	\$6,000	ESGP	Start-up Facility Costs for New Shelter	Families	44 per year Unduplicated
•La Casa de Les Madres Provides shelter for battered women and their children.	\$101,750	\$49,750	ESGP	Facility Costs and Staffing	Battered Women & Children	276 Cases/ Year
		\$52,000	CDBG/Public Services			
CONTINUED NEXT PAGE						

\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Programs described here may receive additional funding from outside sources. Figures reflect funds received for the Federal 1994 grant year.

\*\*As noted in the footnote above, these figures pertain to the CDBG grant year 1994, which was in progress at the time of writing this report. Total homeless served figures are projections only.

**MAYOR'S OFFICE OF COMMUNITY DEVELOPMENT**

<b>OPERATION OF SHELTERS &amp; OTHER EMERGENCY SERVICES (Cont'd)</b>	<b>*TOTAL HOMELESS COST 1994</b>	<b>AMOUNT PER SOURCE 1994</b>	<b>SOURCE OF FUNDS 1994</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>**TOTAL HOMELESS TO BE SERVED 1994</b>
•Larkin/Diamond Youth Center Provides shelter for youth.	\$51,000	\$26,000	ESGP	Facility Costs and Staffing	Youth, ages 12 to 17	500 Cases/ Year
		\$25,000	CDBG/Public			
			Services			
Larkin St. Services Provides counseling and day time drop-in services to youth.	\$26,000	\$26,000	ESGP	Facility Costs	Youth, ages 12 to 18	40 per Day
People Place Services Provides meals to women.	\$30,000	\$30,000	ESGP	Facility Costs	Women	400/Week (for 8 mos.)
•MSC South - St. Vincent de Paul Services/Shelter, Drop-in Referral, Case Mgmt.	\$45,000	\$45,000	CDBG/Public	Staffing	Homeless Substance Abusers	1,000 Drop-In Cases per Month
			Services			
•Salvation Army Provides Shelter for men.	\$35,000	\$35,000	ESGP	Facility Costs	Men	54 Beds/ Night
Swords to Plowshares Provides Veterans with advocacy services.	\$19,000	\$19,000	ESGP	Staffing for Benefits Advocacy, Case Mgmt.	Veterans	108 Cases/ Year
•Tenderloin Housing Clinic Provides housing placement services for clients on Direct Rent Payment Programs.	\$95,000	\$95,000	ESGP	Staffing for Placement, Case Mgmt.	Clients in GA Hotel Placement Program	90 per Year Unduplicated
•Traveler's Aid Provides services to families living in shelters.	\$36,600	\$36,600	CDBG/Public	Staffing	Mentally Disabled Adults	
			Services			
<b>SUBTOTAL</b>	<b>\$759,466</b>					

\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Programs described here may receive additional funding from outside sources. Figures reflect funds received for the Federal 1994 grant year.

\*\*As noted in the footnote above, these figures pertain to the CDBG grant year 1994, which was in progress at the time of writing this report. Total homeless served figures are projections only.

**MAYOR'S OFFICE OF COMMUNITY DEVELOPMENT**

<b>PREVENTION OF HOMELESSNESS</b>	<b>*TOTAL HOMELESS COST 1994</b>	<b>AMOUNT PER SOURCE 1994</b>	<b>SOURCE OF FUNDS 1994</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>**TOTAL HOMELESS TO BE SERVED 1994</b>
American Red Cross Provides early intervention case management & support services for households at risk of eviction.	\$63,000	\$63,000	ESGP	One-Time Rental Assistance Grant	Families & Households at Risk	80 per year Unduplicated
Bar Association of San Francisco Provides legal services to San Franciscans facing eviction.	\$20,000	\$20,000	ESGP	Legal Staffing	Adult Men & Women Facing Eviction	760 per year Unduplicated
Catholic Charities/Family Services Provides an eviction prevention and rent assistance program.	\$20,000	\$20,000	ESGP	Staffing for Case Mgmt.	Families	60 per year Unduplicated
<b>SUBTOTAL</b>	<b>\$103,000</b>					

<b>REHABILITATION OF FACILITIES</b>	<b>*TOTAL HOMELESS COST 1994</b>	<b>AMOUNT PER SOURCE 1994</b>	<b>SOURCE OF FUNDS 1994</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS TO BE SERVED 1994</b>
Dolores Street Community Center Provides emergency shelter and support services at three adult shelters.	\$80,000	\$80,000	CDBG	Rehab. of Shelter	Adults	Not Applicable
People Places Services Provides meals to women.	\$161,000	\$161,000	CDBG	Rehab. of Facility	Single Women	Not Applicable
Traveler's Aid of San Francisco Provides a variety of services to families living in shelters.	\$24,800	\$24,800	CDBG	Rehab. of Child Care Center	Children	Not Applicable
<b>SUBTOTAL</b>	<b>\$265,800</b>					

<b>HOMELESS SERVICE PROGRAM POOL</b>	<b>*TOTAL HOMELESS COST 1994</b>	<b>AMOUNT PER SOURCE 1994</b>	<b>SOURCE OF FUNDS 1994</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS TO BE SERVED 1994</b>
Homeless Service Program Pool FY 1993 used to improve ventilation at shelters. FY 1994 uses to be determined. Include research for Continuum of Care Planning Process.	\$550,000	\$550,000	CDBG/Homeless Service Program Pool	Varies Yearly Generally for Capital Projects	Varies Yearly FY 1993: Shelter Residents	Not Applicable
<b>SUBTOTAL</b>	<b>\$550,000</b>					

<b>MOCD ADMINISTRATIVE COSTS</b>	<b>*TOTAL HOMELESS COST 1994</b>	<b>AMOUNT PER SOURCE 1994</b>	<b>SOURCE OF FUNDS 1994</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS TO BE SERVED 1994</b>
Administrative Costs Related to Homeless Programs	\$187,372	\$167,372	CDBG	City Staffing for Admin.	Not Applicable	Not Applicable
		\$20,000	ESGP			
<b>SUBTOTAL</b>	<b>\$187,372</b>					

\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Programs described here may receive additional funding from outside sources. Fiscal Year 1993-94 reflects funds received in Calendar Year 1993 and Fiscal Year 1994-95 reflects funds received in Calendar Year 1994.

<b>MAYOR'S OFFICE OF COMMUNITY DEVELOPMENT TOTAL</b>	<b>\$1,865,638</b>	<b>\$1,211,688</b>	<b>Fed. - Community Development Block Grant</b>
		<b>\$653,950</b>	<b>Fed. - Emergency Shelter Grant Program</b>



**MAYOR'S CRIMINAL JUSTICE COUNCIL****\$94,292**

The Mayor's Criminal Justice Council (MCJC) contracts with the Hospitality House to provide emergency stabilization services to support the transition for homeless youth to return home, to move to independent living or to alternative placement. The Hospitality House is a multiservice center for youth ages 15-21 that provides case management, street outreach, job counseling and training and substance abuse and HIV education. The State Realignment Act provides the funds for the contract with Hospitality House totaling \$94,292 for FY 1993-94.

MAYOR'S CRIMINAL JUSTICE COUNCIL	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	TOTAL HOMELESS SERVED FY 1993-94
Hospitality House Provides assistance to homeless juveniles to obtain housing and/or reunite with their families.	\$72,713	\$72,713	State Realign.	Facility Costs	Youths	422
				Staffing for		Unduplicated
				Case Mgmt.		
MCJC Administrative Costs Administrative costs for managing the contract with Hospitality House.	\$21,579	\$21,579	State Realign.	City Staffing for Admin.	N/A	N/A
SUBTOTAL	\$94,292					

\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Some programs described here may receive additional funding from outside sources.

## DEPARTMENT OF SOCIAL SERVICES

**\$9,083,772**

The Department of Social Services (DSS) assists the homeless through the DSS Homeless Program, as well as through programs for homeless youth administered by the DSS Family and Children's Services Division. All DSS direct services for the homeless are supported entirely by the General Fund, at a total FY 1993-94 estimated cost of \$9,083,772.

The DSS Homeless Program funds shelter staffing, as well as case management and other social services for homeless people. Most services funded by the Homeless Program are provided at housing projects, including shelters, Multi-Service Centers, transitional and permanent housing projects for the homeless.

The Homeless Program negotiates annual contracts with service providers, subject to approval by the Social Services Commission, the Mayor and the Board of Supervisors in the context of the departmental budget process. Requests for Proposals (RFPs) are issued for specific new programs that have been authorized in the DSS budget.

### **I. HOMELESS PROGRAM**

**\$8,777,796**

#### **A. Shelters and Emergency Services for Adults and Families**

**\$2,728,667**

The DSS Homeless Program provided operating support to six shelters that serve adults, and funded emergency rent subsidies for people who are hospitalized due to medical problems, but who can be released from the hospital if they have housing. Three family shelter received operating support, a fourth family shelter received funding for case management, and a childcare program for homeless children was also funded. Combining adult and family shelter/emergency services, DSS allocated \$2,728,667 million, or 31 percent of all DSS Homeless Program direct funds for the homeless.

#### **B. Multi-Service Centers**

**\$3,356,492**

The North and South Multi-Service Centers (MSCs), developed by the City, together provide a total of 425 beds for homeless people. These are used partly as emergency shelter, but also as transitional housing. Residents who participate in case management can stay for up to six months. The DSS Homeless Program funds Episcopal Community Services (MSC North) and St. Vincent de Paul Society (MSC South) to operate the centers and provide case management services. In addition, the Homeless Program directly employs two part-time outreach workers to conduct assessment and referral of drop-in clients and residents at the MSCs. Total FY 1993-94 expenditures for the Multi-Service Centers were \$3,356,492, or 38 percent of DSS Homeless Program funds for direct services for the homeless.

**C. Transitional Housing Services****\$169,476**

The DSS Homeless Program funded case management and a variety of money management and counseling services at four transitional housing projects for adults (which offer housing for 18 to 24 months), at a total cost in FY 1993-94 of \$169,476, or two percent of total DSS Homeless Program direct funds for the homeless. In addition to continuing these services, the Program will initiate funding for case management at two transitional housing facilities for families (offering housing for up to two years) during FY 1994-95, at a cost of \$265,000.

**D. Permanent Housing Services****\$1,656,582**

The majority of funds allocated for permanent housing services by the DSS Homeless Program were used to administer several voluntary direct rent payment programs, under which recipients of General Assistance, SSI and other benefits use agencies to receive their benefits checks, pay their rent and provide them with the balance. Other permanent housing services include SRO-based counseling and case management, as well as inspection of residential hotels. FY 1993-94 expenditures in these areas totalled approximately \$1,656,582, or 19 percent of all DSS Homeless Program funds for direct homeless services.

**E. DSS Matrix Component****\$182,495**

The DSS Homeless Program administers the DSS component of the Matrix Program, which consists of Citywide street outreach and referrals, as well as assistance with benefits applications (\$182,495, or two percent of DSS direct Homeless Program funds, in FY 1993-94). In general, the DSS Matrix outreach workers provide temporary housing for the homeless at the Mission Hotel, assess and support clients, and ultimately attempt to place them in longer term housing.

**F. Homelessness Prevention Services for Families****\$240,873**

Two programs that provide eviction prevention case management services, as well as emergency cash grants, for families at risk of becoming homeless, were funded by the Homeless Program at a FY 1993-94 cost of \$240,873, or approximately three percent of DSS Homeless Program funds.

**G. DSS Administration****\$443,211**

The staff of the DSS Homeless Services Division administer all homeless services contracts, evaluate programs, carry out planning and program development, provide technical assistance to service providers, write grant proposals, etc. Other administrative costs related to DSS direct services for the homeless were incurred by the Accounting and Contracts sections of DSS. The total cost of these administrative services in FY 1993-94 was \$443,211, or five percent of FY 1993-94 DSS Homeless Program funds.



## **II. FAMILY AND CHILDREN'S SERVICES DIVISION**

### **A. Outreach and Counseling for Homeless Youth**

**\$305,976**

The DSS Family and Children's Services Division administers a contract with the Larkin Street Youth Center for outreach and case management to homeless youth. In addition, the Division has a two-person Homeless Youth Unit, which provides counseling and outreach for homeless youth. The combined cost of these programs, along with administrative costs, was \$305,976 in FY 1993-94.

## **III. INDIRECT DSS EXPENSES RELATED TO THE HOMELESS**

A fuller discussion of indirect expenses related to the homeless follows in Part 2 of this report. We direct your attention to significant indirect costs affecting the homeless incurred by the DSS in the General Assistance (\$10,731,388) and Aid to Families with Dependent Children (AFDC) (\$1,847,292) Programs.

**HOMELESS SERVICES DIVISION  
DEPARTMENT OF SOCIAL SERVICES**

<b>ADULT AND FAMILY SHELTERS AND RELATED SERVICES</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>AVERAGE BEDS/NIGHT FY 1993-94</b>
•Dolores Street Shelter Provides shelter for up to 3 days.	\$189,837	\$189,837	General Fund	Facility Costs	Men (Primarily Latino)	65
•Episcopal Sanctuary/Shelter Provides shelter for up to 30 days.	\$677,988	\$677,988	General Fund	Facility Costs	Women & Men	236
•Central City Hospitality House/ Shelter Provides shelter for up to 7 nights.	\$108,477	\$108,477	General Fund	Facility Costs	Men	37
•Salvation Army Lifeboat Lodge/ Shelter Provides winter shelter for 1 night.	\$105,400	\$105,400	General Fund	Facility Costs	Men	51 Winter
•St. Paulus Women's Shelter (CATS) Provides temporary shelter.	\$151,868	\$151,868 (9 mos.)	General Fund	Facility Costs	Women with Mental Disabilities	50
•Episcopal Community Services-- Interfaith Winter Shelter Provides shelter at rotating churches for up to 7 nights.	\$32,999	\$32,999	General Fund	Facility Costs	Men	57-95 Winter
•Homeless Hotels Program Rent subsidies for medically fragile homeless.	\$375,000	\$375,000	General Fund	SRO housing rent subsidy.	Medically fragile.	120 beds/night
•Catholic Charities/Winter Shelter Provides emergency shelter in hotels to families for up to 28 days during the winter.	\$51,000	\$51,000	General Fund	Shelter in hotels during the winter.	Families	10 Families/ Night
•Hamilton Family Shelter Provides shelter to families for 28-90 days.	\$270,416	\$270,416	General Fund	Shelter in Group Home.	Families, Pregnant Women	69 Family Members/ Night
•Richmond Hills Family Center Provides shelter to families for up to 90 days. (Being rehabed for use as longer term transitional housing.)	\$465,188	\$465,188	General Fund	Facility Costs in Group Home, and Staff for Case Management.	Families	39 Family Members/ Night
•Traveler's Aid/Civic Center Residence Family Center Provides shelter and counseling to families for 28-90 days.	\$242,970	\$242,970	General Fund	Case Mgmt. & Counseling at Family Shelter	Families at Civic Center Residence Family Center	110 Families/ Year for Case Management
•Traveler's Aid/Tenderloin Childcare Center Provides childcare to homeless children.	\$57,524	\$57,524	General Fund	Licensed Childcare Program	Homeless Children Ages 2 to 7	11 Children/Day 70 Children/Year for Childcare
<b>SUBTOTAL</b>	<b>\$2,728,667</b>					

\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Programs described here may receive additional funding from outside sources.

**HOMELESS SERVICES DIVISION  
DEPARTMENT OF SOCIAL SERVICES**

<b>MULTI-SERVICE CENTERS</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>BEDS/NIGHT &amp; CASES/NIGHT FY 1993-94</b>
•MSC North-Episcopal Community Services Shelter up to 6 mos., referral, case management, drop-in.	\$1,704,774	\$1,704,774	General Fund	Facility Costs and Staffing	Women, Men & Recent Hospital Discharges	88/nt. case mgmt, 85/nt. drop-in, 19/nt. respite 200 beds/shelter
•MSC Outreach- MSC North Provides outreach, assessment and referral for MSC clients. Staffed by DSS.	\$22,383	\$22,383	General Fund	Staffing	Residents of MSC North, Mission Hotel, and Others	Not Available
•MSC South- St. Vincent de Paul Shelter up to 6 mos., referral, case management, drop-in.	\$1,556,952	\$1,556,952	General Fund	Facility Costs and Staffing	Men	87/nt. case mgmt. 93/nt. drop-in. 200 beds/shelter
•MSC Outreach-MSC South Provides outreach, assessment and referral for MSC clients. Staffed by DSS.	\$22,383	\$22,383	General Fund	Facility Costs and Staffing	Residents of MSC South and Others	Not Available
•MSC Maintenance- North and South Provides maintenance at multi-service centers.	\$50,000	\$50,000	General Fund	Staffing and Supplies	Not Applicable	Not Applicable
<b>SUBTOTAL</b>	<b>\$3,356,492</b>					

<b>TRANSITIONAL HOUSING SERVICES FOR ADULTS</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>AVERAGE BEDS/NIGHT FY 1993-94</b>
•Catholic Charities, Guerrero House Provides case mgmt., educ. & voc. assessment in housing for up to 18 months.	\$104,500	\$104,500	General Fund	Case Mgmt. Educ. & Voc. Assessment Staffing	Young Adults Ages 18 to 21	20 beds/night
•Innovative Housing Program Provides case mgmt., and support groups in housing for 6 to 24 mos.	\$44,976	\$44,976	General Fund	Case Mgmt. and Support Group Staffing	Women	18 beds/night
•Housing for Independent People - Jordan Apartments (Work order to DPH to support beds only.)	\$20,000	\$20,000	General Fund	Facility Costs	Mentally Ill & Other Homeless Adults	54 beds/night
<b>SUBTOTAL</b>	<b>\$169,476</b>					

\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Programs described here may receive additional funding from outside sources.



**HOMELESS SERVICES DIVISION  
DEPARTMENT OF SOCIAL SERVICES**

PERMANENT HOUSING SERVICES FOR ADULTS	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	ANNUAL CLIENTS SERVED FY 1993-94
•Community Housing Partnership-- Senator and San Cristina Hotels Provides support services at SRO Residences.	\$362,837 (part year)	\$362,837 (part year)	General Fund	Staffing of Referrals, Job Counsel., Substance Counsel., Support Grps.	Single Adults, Some w/ Mental Health Issues, & Families	149 Adults 30 M.H. Adults 21 Families
•Mission Housing Development-- Madrid & Parkview Hotels Provides support services at SRO Residences.	\$55,448	\$55,448	General Fund	Staffing of Money Mgmt., Bus. Dev't Social Activities Education.	Adult Men & Women with low incomes Or SSI or GA	99/Year 85/Night
•Hospitality House/Cambridge Hotel Provides support services at residence for up to 24 months.	\$167,035	\$167,035	General Fund	Staffing of Case Mgmt., Money Mgmt. Support Groups, Follow-up.	Single Adult Men & Women	69/Year 60/night
•Tenderloin Housing Clinic Modified Payments Program-- Voluntary Direct Rent Payment Program.	\$276,425	\$276,425	General Fund	Referrals. Hsg. Placemt. Rent Payment Program.	Adult Men & Women with SSI, GA or SSA	963 Clients/Night (rent payment)
•Tenderloin Housing Clinic Clinic Rent for Discontinued GA Participants in Modified Payments Program	Part of Above Contract	Part of Above Contract	Part of Above Contract	Two-Week Rent Subsidy.	Participants in above prog. who lost GA Benefits	65 Clients/Year
•Tenderloin Housing Clinic Ombudsman Program.	Part of Above Contract	Part of Above Contract	Part of Above Contract	Monitoring, Inspection & Prob. solving at Res. Hotels.	Residents of Modified Paymt. Prog. Hotels	Not Client Based
•Tenderloin Housing Clinic Shelter Grievance Client Advocate.	\$28,000	\$28,000	General Fund	Monitoring & Resident Advocacy at Emerg. Shtrs.	Residents of Emergency Shelters	Not Client Based
•Tenderloin Housing Clinic SSI Rep. Payee Via Conard House. Modified Payments Program-- Voluntary Direct Rent Paymts.	\$49,764	\$49,764	General Fund	Housing Placement & Rent Payment Program.	Adults w/SSI w/Rep. Payee Svcs. from Conard House.	77 Clients/Night
•Conard House South-- SSI Representative Payee Program/ Case Management & Money Management.	\$319,973	\$319,973	General Fund	Staffing of Case Mgmt., Money Mgmt. Rep. Payee. Income Advocacy.	Adults w/SSI who need Case Mgmt. & Money Mgmt.	225 Clients/Night
•Conard House North-- SSI Representative Payee Program/ Case Management & Money Management.	\$397,100	\$397,100	General Fund	Staffing of Case Mgmt., Money Mgmt. Rep. Payee Income Advocacy	Adults w/SSI who need Case Mgmt. & Money Mgmt.	219 Clients/Night
<b>SUBTOTAL</b>	<b>\$1,656,582</b>					

\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Programs described here may receive additional funding from outside sources.

**HOMELESS SERVICES DIVISION  
DEPARTMENT OF SOCIAL SERVICES**

MATRIX PROGRAM DSS COMPONENT	TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	AVE. MONTHLY OUTREACH CONTACTS FY 1993-94
•Matrix Outreach Provides citywide street outreach and referrals.	\$89,533	\$89,533	General Fund	Outreach Staff	Citywide Street Contacts	351 Outreach/ Referrals to Shelter/month
•Matrix Eligibility Assists with benefits applications, assessments, and referrals for services.	\$47,962	\$47,962	General Fund	Staff to assist applications for Direct Rent Program	Citywide Street Contacts	56 Assessments/ month
• Matrix Hotel Program Rent subsidies for Matrix Program referrals to Mission Hotel.	\$45,000	\$45,000	General Fund	SRO Housing rent subsidy	Citywide Matrix Referrals	20 Subsidies/day
<b>SUBTOTAL</b>	<b>\$182,495</b>					

HOMELESSNESS PREVENTION SERVICES FOR FAMILIES	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	CASES/ YEAR FY 1993-94
Catholic Charities/ Homeless Family Services Provides eviction prevention and case mgmt. services.	\$160,873	\$160,873	General Fund	Staffing of Eviction Prev. & Case Mgmt.	At-Risk & Homeless Families	59 Evic.Prev. 192 Case Mgmt
Red Cross/ AFDC Homelessness Prevention Provides case management and cash grants for homelessness prev.	\$80,000	\$80,000	General Fund	Cash Grants and Staffing of Case Mgmt.	At-Risk Families Receiving AFDC	153 Case Mgmt 48 Grants/yr.
<b>SUBTOTAL</b>	<b>\$240,873</b>					

HOMELESS SERVICES ADMINISTRATION PROGRAM	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	CASES/ YEAR
DSS Homeless Services Division and Accounting, Contracts Divisions. Provide administration, planning, evaluation and technical assistance.	\$443,211	\$443,211	General Fund	Administrative Staffing	Not Applicable	Not Applicable
<b>SUBTOTAL</b>	<b>\$443,211</b>					

<b>Total Homeless Services Division (See Total DSS on Next Page)</b>	<b>\$8,777,796</b>		<b>General Fund</b>
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\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Programs described here may receive additional funding from outside sources.

**FAMILY AND CHILDREN'S SERVICES DIVISION -  
DEPARTMENT OF SOCIAL SERVICES**

<b>OUTREACH &amp; COUNSELING FOR HOMELESS YOUTH</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>CASES/ YEAR</b>
•Larkin Street Youth Center Outreach, case management and counseling for homeless youth.	\$177,076	\$177,076	General Fund	Program Costs	Youth	15,970: outreach 680 drop-in 263 case mgmt. duplicated
•Homeless Youth Unit Outreach and counseling for homeless youth.	\$119,000	\$119,000	General Fund	Staffing	Youth	
Administration Share of administrative costs for programs for the homeless.	\$9,900	\$9,900	General Fund	Staffing	Youth	Not Applicable
<b>Subtotal</b>	<b>\$305,976</b>					

<b>Total Department of Social Services Direct Programs</b>	<b>\$9,083,772</b>	<b>\$9,083,772</b>	<b>General Fund</b>
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\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Programs described here may receive additional funding from outside sources.



Two divisions of the Department of Public Health (DPH) administer a variety of direct services for the homeless: (1) the Community Public Health Services Division (including the AIDS Office), and (2) the Community Mental Health and Substance Abuse Division. Most of these services are provided through contracts with non-profit agencies, although, as will be described below, some are provided directly by DPH staff. A complex combination of General Fund (39.3 percent), State (9.2 percent), Federal (46.5 percent) and fees/private grant funds (5 percent) are used to support these activities, as shown in the summary chart that follows the individual DPH division charts on page 46.

## **I. COMMUNITY PUBLIC HEALTH SERVICES**

### **A. Primary Care Services**

**\$5,165,023**

The Health Centers section of the Community Public Health Services (CPHS) division of DPH administers medical and psychosocial care services for the homeless provided at the Tom Waddell Clinic and several satellite locations, including the Multi-Service Centers and other major shelter facilities. In addition, the CPHS Division administers a contract with the Bayview Hunters Point Foundation to provide outreach and case management at the Tom Waddell Clinic and shelter facilities. Four other contracts include podiatric services at two major shelters, chest x-rays for tuberculosis from a mobile van, staffing for a residential care facility for homeless people with AIDS, and staffing for a drop-in peer support center in the Tenderloin. An additional contract, funded by the Federal Department of Transportation, provides outreach and referral to homeless people at the Transbay Bus Terminal. This three-year grant expired on September 30, 1994.

The CPHS medical services for the homeless are primarily supported by the General Fund. Other important funding sources include Federal McKinney Act grants (targeted for the homeless) and Ryan White CARE grants (for services to homeless people with AIDS), and grants from the private Comic Relief Foundation.

The CPHS staff negotiate annual contracts with service providers and prepare an annual proposed budget for the Tom Waddell Clinic and its satellites. These budgets are subject to approval by the Health Commission, the Mayor and the Board of Supervisors. Applications for McKinney Act and Ryan White CARE grants (generally multi-year) are coordinated by CPHS staff, in cooperation with the contractors.

## B. AIDS Office

\$2,902,801

The AIDS Office of the CPHS administers Federal, State and local General Fund resources for AIDS research, prevention and treatment. Approximately \$2.9 million administered by the AIDS Office was used to provide services to people with AIDS/HIV who are homeless. The primary funding source for these services was Federal Ryan White CARE funds, including a formula grant and supplemental funds awarded to the AIDS Office on the basis of competitive applications. The General Fund supported an estimated \$238,800 in AIDS Office services for homeless HIV-positive homeless persons. Programs funded by the AIDS Office are generally not designed specifically for homeless persons. For the purposes of this study, the AIDS Office examined contractor records of clients served to allocate program costs based on the proportion of homeless clients to total clients during FY 1993-94.

Funding allocations are made on the basis of review of Requests for Proposals issued by the AIDS Office. Staff recommendations are brought to the Mayor's HIV Health Services Planning Council, which proposes allocations to the Mayor. The Health Commission plays an active role in monitoring AIDS Office grantees.

### *(1) Case Management and Counseling Services*

Case management and counseling services received approximately \$123,277, or four percent, of total AIDS Office funds for homeless people. Six programs provided case management, crisis counseling, and emotional support services.

### *(2) Legal Services and Advocacy*

A small portion (\$62,717) of the funds administered by the AIDS Office were used to provide legal aid and benefits advocacy for homeless people with AIDS.

### *(3) Housing and Support Services for Persons with AIDS/HIV Who Are Homeless*

Housing and related support services for people with AIDS who are homeless received \$1,702,793, or approximately 59 percent of the AIDS Office funds that went to homeless persons in FY 1993-94. Programs included rent subsidies, operational support for supported housing and hospice care, attendants for home care, and food bank/food deliveries. Most AIDS Office General Fund support for homeless services is in the area of housing vouchers and supported housing.



*(4) Medical and Mental Health Services for Persons with AIDS Who Are Homeless*

Another \$1,014,014, or 35 percent, of AIDS Office funds that reached homeless persons was allocated to organizations that provide primary medical care and mental health services to HIV-positive persons. The Department of Public Health Divisions of Community Public Health and Community Mental Health, as well as San Francisco General Hospital, are major recipients of these funds.

## **II. COMMUNITY MENTAL HEALTH AND SUBSTANCE ABUSE SERVICES**

### **A. Community Mental Health Services (CMHS) \$3,822,438**

The CMHS unit administered \$3,822,438 in funds allocated to mental health services for the homeless in FY 1993-94. General Fund monies accounted for approximately \$2.6 million, or 68 percent of the total. The Mental Health Board reviews mental health programs and the Department's proposed budget, which is then submitted to the DPH Health Commission, which in turn provides a proposed budget to the Mayor.

#### *(1) Crisis/Short-Term Treatment Programs \$460,133*

Three crisis/short-term treatment programs together received approximately 12 percent of CMHS funds for the homeless (\$460,133) in FY 1993-94. CMHS supports psychiatric emergency services, including involuntary detention for psychiatric evaluation, at SFGH. DPH also employs a Homeless Mental Health Team, which includes a multi-disciplinary treatment staff that responds to mental health emergencies throughout the City. The third Crisis/Short Term Treatment Program is a private, non-profit crisis clinic, at which DPH staff estimate that 15 percent of the clientele is homeless. The Crisis/Short-Term Treatment Programs are entirely supported by the General Fund.

#### *(2) Outreach and Case Management Programs \$775,484*

Outreach and case management services receive approximately 20 percent (\$775,484) of the mental health funds for the homeless. CMHS directly staffs a Matrix Mental Health Outreach team that provides street-level outreach and crisis intervention. A case management team works with homeless residents of the Multi-Service Center North who have mental health and substance abuse problems. CMHS also contracts with the Episcopal Sanctuary Shelter for mental health case management services. Other contracts support community-based case management for veterans and for seniors with mental health needs. A portion of the clients served by these programs are homeless.



The Matrix outreach team is entirely supported by the General Fund. The other programs receive roughly half of their support from the General Fund, and the rest from a combination of State Realignment funds<sup>2</sup> and Federal Medi-Cal funds.<sup>3</sup> A Federal McKinney grant provides some funding for the Swords to Plowshares case management program for veterans.

*(3) Services in Permanent Housing Projects* \$1,809,339

Case management and vocational placement services for mentally ill residents of City-supported residential hotels account for approximately 47 percent (\$1,809,339) of CMHS funds for the homeless in FY 1993-94. The General Fund provided approximately \$1.1 million of the total. Grants from the Federal Department of Housing and Urban Development (HUD) provided just under \$500,000 to support these services. The remaining funding came from State Realignment monies and program income from service recipients.

*(4) Outpatient and Long-Term Treatment Programs* \$777,482

Approximately 20 percent (\$777,482) of CMHS FY 1993-94 funds for the homeless were used to staff outpatient and long term treatment programs, primarily in private, non-profit outpatient clinics such as the South of Market Clinic. Institutions for Mental Disease received funding to provide locked psychiatric services to mentally ill people, some of whom are homeless.

Most CMHS outpatient and long-term mental health treatment services for the homeless are supported by the General Fund, but a Federal McKinney-Path grant administered by CMHS helps to fund the South of Market Clinic.

**B. Community Substance Abuse Services (CSAS)** **\$5,898,741**

The CSAS unit administered approximately \$5.9 million in funds that were used to address the needs of homeless substance abusers. More than half of all funds used for homeless services by CSAS in FY 1993-94 were from Federal sources, of which the primary one is a Federal Health and Human Services Department block grant for substance abuse services. The State Department of Alcohol and Drug Problems has a formula grant that provided \$2.5 million for homeless substance abusers. Other Federal sources provided approximately another \$500,000. Approximately \$1.2 million in General Fund resources was used for these purposes, and a combination of program fees and fundraising efforts provided another \$1.7 million.

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<sup>2</sup> State Realignment funds are allocated by the State from Sales Tax and Vehicle License fees, and earmarked for public and mental health.

<sup>3</sup>Federal medical funds are provided on the basis of a 50 percent State or local match.

The Alcohol Advisory Board and the Drug Advisory Board review substance abuse programs and the Department's proposed budget, which is then submitted to the DPH Health Commission, which in turn provides a proposed budget to the Mayor.

*(1) Outreach / Transportation*

*\$633,886*

The CSAS Division funds a Matrix outreach worker specializing in assessment and referral of homeless substance abusers, as well as the Mayor's Homeless Van, which provides outreach and transportation to detox facilities, crisis centers, etc. for homeless substance abusers in connection with the Matrix program. A separate Mobile Assistance Patrol (MAP) also performs outreach, assessment and transportation for public inebriates, including homeless adults with alcohol and other drug problems, independent of the Matrix program. Total FY 1993-94 funding for these City-staffed outreach/transportation programs was \$633,886, of which \$515,900 was for the MAP program. Federal substance abuse block grant allocations support the transportation components of these programs, while the Matrix outreach worker is a General Fund expense.

*(2) Detoxification / Crisis Programs*

*\$2,189,214*

The CSAS administered funds for eight detoxification/crisis programs serving a primarily homeless clientele in FY 1993-94. These included programs offering three-to five-day residential detox services, as well as drop-in centers and referral for treatment. The eight programs received a total of \$2,189,214 from CSAS for homeless services, or 19 percent of total CSAS funding for the homeless. The City's General Fund, Federal grants and State general substance abuse funds each provided approximately 30 percent of the funding for detox programs for the homeless, while program fees provided the remaining 10 percent of funding in FY 1993-94.

*(3) Short-Term Treatment Programs*

*\$1,214,775*

Six short-term treatment programs offering at least one month of daily or residential treatment for alcoholism and other substance abuse to homeless clients received funding from the CSAS in FY 1993-94. The six programs received a total of approximately \$1,214,775 from CSAS for services for the homeless, or 24 percent of total CSAS funding for the homeless. Approximately half of this funding came from the Federal substance abuse block grant. The General Fund, program fees and donations, Federal Ryan White CARE grants and the State each contributed to CSAS funding for short-term substance abuse treatment programs in FY 1993-94.



#### *(4) Long-Term Treatment Programs*

*\$1,860,866*

Nine long-term treatment programs receiving funding administered by the CSAS provide services to homeless people. These include four residential programs, one of which is targeted for Native Americans and another for seniors. Three outpatient programs administered by the Haight Ashbury Free Medical Clinic serve residents of the Haight Ashbury and Tenderloin neighborhoods. A fourth outpatient program provides methadone maintenance (which is only suitable for a small proportion of substance abusers who are homeless, because of the nature of the treatment program), and a fifth provides outpatient and home counseling for alcohol and other drug treatment services to seniors.

DPH staff estimate that the CSAS administered \$1,860,866 in FY 1993-94 that was to support long term substance abuse treatment services for the homeless. Only a small portion of the total - approximately \$71,501 - was General Fund money. Federal funds accounted for more than half of the total, including \$843,651 million from the substance abuse block grant, \$174,798 for methadone maintenance from Federal MediCal funds for Drug (D/MC) programs, and \$209,769 from other Federal grants. Approximately \$366,825 was allocated from State general substance abuse funds. Finally, \$194,322 was raised from contributions and client fees.

### **III. ADMINISTRATION OF SERVICES FOR THE HOMELESS**

**\$1,424,370**

DPH fiscal staff calculated the ratio of total administrative costs in a DPH division to total program costs in that division. This ratio was then applied to the costs related specifically to the homeless in that division to arrive at an estimate of the cost of administration of services for the homeless. Federal, State and local funding sources for these administrative costs were apportioned according to the distribution of program funding sources. The total estimated administrative cost for the direct services for the homeless in CPHS, the AIDS office, CMHS and CSAS for FY 1993-94 was \$1,424,370.

### **III. INDIRECT DPH EXPENSES RELATED TO THE HOMELESS**

A fuller discussion of indirect expenses related to the homeless follows in Part 2 of this study. We direct your attention to significant indirect costs incurred by the DPH at San Francisco General Hospital (\$9,111,149) and in providing Paramedic services to homeless persons (\$1,000,000).



**COMMUNITY PUBLIC HEALTH SERVICES (CPHS)  
DEPARTMENT OF PUBLIC HEALTH**

<b>MEDICAL SERVICES FOR THE HOMELESS</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS SERVED FY 1993-94</b>
• Bayview Hunters Point Foundation Provides case management, outreach and mental health services at various sites, including home visits.	\$600,637	\$403,863	General Fund	Staffing for	Adult Men & Women	7,944
		\$160,554	McKinney	Outreach,		Encounters
		\$36,220	Comic Relief	Treatment, Case Mgmt.		
• CA College of Podiatric Medicine Provides podiatric services at various sites.	\$13,167	\$13,167	General Fund	Staffing for Treatment	Adult Men & Women	698
						Encounters
• Chase Correctional Provides chest X-rays to people who test positive for Tuberculosis using a mobile van.	\$34,123	\$34,123	General Fund	Staffing for Treatment	Adult Men & Women	590
						X-rays
• Peter Claver Community provides long-term residential with case mgmt. to homeless with AIDS.	\$409,272	\$374,329	General Fund	Staffing for Residential Program & Case Mgmt.	Adult Men & Women	11,680
		\$34,943	Robert Wood			Residential
			Johnson Fed.			Patient Days
			Grant			
• Tenderloin Self-Help Center Drop-in center providing referrals and peer support.	\$511,729	\$511,729	General Fund	Staffing for Peer Support, Admin.	Adult Men & Women	55,000
						15 Min. Encounters
• Transbay Terminal Outreach Provides outreach and referral to homeless people in Transbay Bus Terminal.	\$194,266	\$194,266	DOT Grant	Staffing for Outreach	Adult Men & Women	6,000
			(expires 9/30/94)			Encounters
Tom Waddell Clinic - Medical Provides primary and urgent care at Ivy Street Clinic.	\$2,074,029	\$1,338,858	General Fund	Staffing for medical services, admin.	Adult Men & Women	34,634
		\$181,171	McKinney			Encounters
		\$554,000	CARE (Fed)			
Tom Waddell Clinic - Social Services. Provides psychosocial services at Ivy Street Clinic.	\$267,800	\$178,971	General Fund	Staffing for psychosocial services, admin.	Adult Men & Women	2,360
		\$88,829	McKinney			Encounters
Shelters/Satellites - Medical Provides medical services at Ambassador Hotel, Bayview Apts., Carecen, Day Labor Program, Episcopal Sanctuary, Glide Church, Hamilton Shelter, MSC North, Richmond Hills, San Joaquin, Senator Hotel, SFGH, 6th St. Clinic, MSC South, St. Paulus.	\$867,000	\$523,000	General Fund	Staffing for medical services, admin.	Adults and Children	11,468
		\$237,000	CARE (Fed)			Encounters
		\$63,000	McKinney			
		\$44,000	Comic Relief			
Shelters/Satellites - Social Services Provides psychosocial services at Ambassador Hotel, 995 Market, Day Labor Program, Dudley Hotel, Episcopal Sanctuary, MSC North, North of Market Respite, St Paulus.	\$193,000	\$79,000	General Fund	Staffing for psychosocial services, admin.	Adults and Children	5,051
		\$85,000	McKinney			Encounters
		\$29,000	Comic Relief			
<b>SUBTOTAL</b>	<b>\$5,165,023</b>					

\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Programs described here may receive additional funding from outside sources.

<b>COMMUNITY PUBLIC HEALTH SERVICES TOTAL</b>	<b>\$5,165,023</b>	<b>\$3,457,040</b>	<b>General Fund</b>
		<b>\$578,554</b>	<b>Fed. McKinney</b>
		<b>\$791,000</b>	<b>Fed. CARE</b>
		<b>\$229,209</b>	<b>Fed. Grants</b>
		<b>\$109,220</b>	<b>Comic Relief</b>

**AIDS OFFICE  
DEPARTMENT OF PUBLIC HEALTH**

<b>CASE MANAGEMENT/COUNSELING FOR PEOPLE WITH AIDS</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS SERVED FY 1993-94</b>
•AIDS Indigent Direct Services Provides case management at SROs, and peer support counseling.	\$15,312	\$15,312	CARE Title I Formula	Program	People w/ AIDS/HIV	21 with duplications
				Costs		
•Hope Project/Tom Waddell Clinic Provides case management and medical services for homeless HIV positive persons.	\$32,933	\$32,933	CARE Title I Formula	Program	HIV Positive	44
				Costs		
San Francisco Suicide Prevention Provides phone crisis hotlines.	\$1,436	\$334	CARE Title I Formula	Program	Caregivers to HIV/AIDS sufferers	62 with duplications
		\$1,102	CARE Title I Supplem.	Costs		
Shanti Project Provides emotional support, counseling.	\$30,169	\$19,925	General Fund	Program	People with AIDS/HIV	64 with duplications
		\$1,057	CARE Title I Formula	Costs		
		\$9,187	CARE Title I Supplem.			
Tenderloin AIDS Resource Center Provides case management, emotional support program.	\$30,226	\$9,024	CARE Title I Formula	Program	HIV Positive Substance Abusers; Gay/Bi/Trans.	61 with duplications
		\$21,202	CARE Title II	Costs		
Various Programs (combined) Provides case management, crisis intervention, emotional support programs.	\$13,201	\$8,084	CARE Title I Formula	Program	AIDS/HIV various ethnic groups	10 with duplications
		\$5,117	CARE Title I Supplem.	Costs		
<b>SUBTOTAL</b>	<b>\$123,277</b>					

<b>LEGAL SERVICES AND ADVOCACY FOR PEOPLE WITH AIDS/HIV</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS SERVED FY 1993-94</b>
AIDS Legal Referral Panel Provides benefits advocacy and legal assistance.	\$9,486	\$9,486	CARE Title I Formula	Program	AIDS/HIV Positive Persons	49 with duplications
				Costs		
Bar Association of San Francisco Provides legal assistance to immigrants who are HIV positive.	\$3,599	\$3,599	CARE Title I Formula	Program	HIV Positive Immigrants & Refugees	9
				Costs		
Coming Home Support Services Provides probate conservatorships.	\$8,482	\$8,482	General Fund	Program	Symptomatic HIV Positive Persons	4
				Costs		
AIDS Benefits Counselors Provides benefits counseling.	\$4,889	\$4,889	CARE Title I Formula	Program	HIV Positive Persons	16
				Costs		
National Task Force on AIDS Prevention Provides support services and advocacy on treatment.	\$36,261	\$36,261	CARE Title I Formula	Program	HIV Positive African Amer. & gay/bi- sexual men.	42 with duplications
				Costs		
<b>SUBTOTAL</b>	<b>\$62,717</b>					

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**AIDS OFFICE  
DEPARTMENT OF PUBLIC HEALTH**

<b>HOUSING AND SUPPORT SERVICES FOR PEOPLE WITH AIDS/HIV</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS SERVED FY 1993-94</b>
AIDS Emergency Fund Provides rent subsidy grants.	\$19,374	\$19,374	CARE Title I Formula	Program Costs	Persons with AIDS/ Disabling HIV	42 grants
Baker Places Provides supportive housing with medical care.	\$685,273	\$600,187	CARE Title I Supplem.	Program Costs	HIV Positive Substance Abusers	93 with duplications
		\$85,086	General Fund			
Black Coalition on AIDS Provides transitional housing for HIV positive African Americans.	\$169,816	\$169,816	CARE Title I Supplem.	Program Costs	HIV Positive African Americans	68
Catholic Charities/Rita da Cascia House and Guerrero House Provides housing support services.	\$217,667	\$137,943	CARE Title I Formula	Program Costs	HIV Positive Persons, esp. women & youth	62 with duplications
		\$66,449	CARE Title I Supplem.			
		\$8,504	State			
		\$4,771	General Fund			
Larkin Street Youth Center Provides housing and supportive services.	\$96,945	\$96,945	CARE Title I Supplem.	Program Costs	HIV Positive youth	31 with duplications
Maitri AIDS Hospice Provides hospice care to people with terminal HIV.	\$6,421	\$6,421	CARE Title I Supplem.	Program Costs	Persons with terminal HIV	6
San Francisco AIDS Foundation Provides vouchers for shelters, SROs and case management services.	\$213,173	\$110,427	General Fund	Program Costs	Persons with AIDS/HIV, esp. women & Latinos	432 vouchers
		\$93,562	CARE Title I Formula			
		\$9,184	CARE Title I Supplem.			
Walden House Provides long term residential treatment for AIDS and substance abuse.	\$279,866	\$54,592	CARE Title I Formula	Program Costs	HIV Positive substance abusers	113 with duplications
		\$225,274	CARE Title I Supplem.			
Project Open Hand Provides food bank and delivered meals.	\$8,843	\$3,142	CARE Title I Formula	Program Costs	Persons with AIDS/HIV	12 with duplications
		\$4,713	CARE Title I Supplem.			
		\$988	General Fund			
Westside CMHC Provides attendants for home care.	\$5,415	\$5,415	CARE Title I Formula	Program Costs	Persons with AIDS/HIV	3
<b>SUBTOTAL</b>	<b>\$1,702,793</b>					

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**AIDS OFFICE  
DEPARTMENT OF PUBLIC HEALTH**

<b>MEDICAL &amp; MENTAL HEALTH SERVICES FOR PERSONS WITH AIDS</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS SERVED FY 1993-94</b>
Haight-Ashbury Free Medical Clinic Provides primary medical care and substance abuse treatment.	\$135,183	\$135,183	CARE Title I Supplem.	Program Costs	HIV Positive persons, esp. African Amer. men.	56 with duplications
Planned Parenthood Provides medical care for HIV positive women.	\$55,316	\$55,316	CARE Title I Formula	Program Costs	HIV positive women	43
Salvation Army Harbor Light Provides substance abuse treatment for HIV positive persons.	\$108,283	\$108,283	CARE Title I Supplem.	Program Costs	HIV positive substance abusers	26
S.F. Community Clinic Consortium Provides primary medical care and case management for HIV positive persons.	\$127,663	\$99,101 \$28,562	CARE Title I Formula CARE Title II	Program Costs	HIV positive persons	94 medical 60 case mgmt. with duplications
S.F. DPH Community Mental Health Svcs. Provides mental health case management and acute psychiatric services for HIV positive persons.	\$43,115	\$43,115	CARE Title I Formula	Program Costs	HIV positive persons with mental health problems	4 case mgmt. 20 acute with duplications
S.F. DPH Community Public Health Svcs. Provides primary care and case management services.	\$215,918	\$215,918	CARE Title I Formula	Program Costs	HIV positive persons	187 primary 21 case mgmt. with duplications
San Francisco General Hospital Provides early intervention clinic, AIDS Clinic, psychiatric consultation and case management.	\$109,658	\$104,757 \$4,901	CARE Title I Formula CARE Title I Supplem.	Program Costs	HIV positive persons	29 early int. 37 AIDS clinic 114 psch. cons. with duplications
UCSF AIDS Health Project Provides psychiatric consulting services, mental health community liaison, mental health services at SFGH AIDS Ward.	\$113,107	\$48,544 \$55,437 \$9,126	CARE Title I Formula CARE Title I Supplem. General Fund	Program Costs	HIV positive persons with mental health problems.	327 with duplications
UCSF Substance Abuse Service Provides outpatient treatment for HIV positive substance abusers.	\$16,260	\$16,260	CARE Title I Supplem.	Program Costs	HIV positive persons with substance abuse	24 with duplications
University of the Pacific School of Dentistry Provides dental care.	\$5,916	\$5,916	CARE Title I Supplem.	Program Costs	HIV positive persons	14
Various Medical/Mental Health Programs Provide a variety to medical and mental health services to homeless people with AIDS/HIV.	\$83,595	\$75,036 \$6,362 \$2,197	CARE Title I Supplem. State Funds CARE Title II	Program Costs	HIV positive persons	25 with duplications
<b>SUBTOTAL</b>	<b>\$1,014,014</b>					

\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Some programs described here may receive additional funding from outside sources.

<b>AIDS OFFICE TOTAL</b>	<b>\$2,902,801</b>	<b>\$238,805</b>	General Fund
		<b>\$2,649,130</b>	Fed. CARE
		<b>\$14,866</b>	State

**COMMUNITY MENTAL HEALTH SERVICES (CMHS)  
DEPARTMENT OF PUBLIC HEALTH**

<b>MENTAL HEALTH CRISIS/SHORT TERM TREATMENT PROGRAMS</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS SERVED FY 1993-94</b>
Psychiatric Emergency Services (PES)/SFGH - Provides citywide psychiatric emergency services including involuntary detention for psychiatric evaluation.	\$144,183	\$144,183	General Fund	Staffing for emergency clinic.	Adult Men & Women	80 Duplicated
Westside Crisis Provides crisis triage (screening), hospital diversion, urgent care and outpatient services to voluntary adults-15% homeless.	\$103,500	\$103,500	General Fund	Staffing for Crisis Clinic.	Adult Men & Women	123 Unduplicated
•Homeless Mental Health Team Provides mental health services, case management, and med. support services to homeless adults.	\$212,450	\$212,450	General Fund	City Staffing for multi-disciplinary treatment staff.	Adult Men & Women	105 Unduplicated
<b>SUBTOTAL</b>	<b>\$460,133</b>					

<b>MENTAL HEALTH OUTREACH/ CASE MANAGEMENT PROGRAMS</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS SERVED FY 1993-94</b>
•MATRIX/Mental Health Outreach Provides outreach and crisis intervention to homeless individuals on the street.	\$186,164	\$186,164	General Fund	Staffing for Outreach and Crisis	Adult Men and Women, some Teens.	1,665 Contacts
•Multi Service Center North-Shelter Provides case mgmt to homeless men and women at the shelter.	\$90,061	\$53,917 \$19,000 \$17,144	General Fund Medi-Cal Fed Realignment	Staffing for Case Mgmt for MH/Subst Ab	Adult Men and Women	4,098 Encounters 357 Duplicated Individuals
•Episcopal Sanctuary Shelter Provides case mgmt to homeless men and women at the shelter.	\$195,416	\$101,476 \$56,000 \$37,940	General Fund Medi-Cal/Fed Realignment	Staffing for Case Mgmt.	Adult Men and Women	8,062 Encounters 684 Duplicated Individuals
•Senior Homeless Outreach/ Re-entry - S.H.O.R.E. Project: a) Canon Kip Seniors Homeless	\$31,350	\$20,240 \$5,000 \$6,110	General Fund Fed Medi-Cal Realignment	Staffing for Case Mgmt.	Men and Women, Age 60+	100 Unduplicated Cases.
b) North of Market Seniors Homeless	\$32,660	\$16,330 \$16,330	General Fund Realignment			
c) Central City Seniors Mental Health Team	\$45,000	45,000	General Fund			
**All three programs work together to provide case management, outreach and crisis evaluation, referral, linkage and placements to seniors.						
•Swords to Plowshares Provides case mgmt. and peer counseling to homeless veterans; majority are males.	\$194,833	\$88,675 \$25,176 \$25,000 \$55,982	General Fund Realignment Fed. Medi-Cal McKinney	Staffing for Case Mgmt., Peer Counselor.	Adult Men and Women Veterans	6,400 units 505 unduplicated
<b>SUBTOTAL</b>	<b>\$775,484</b>	<b>\$775,484</b>				

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**COMMUNITY MENTAL HEALTH SERVICES (CMHS)  
DEPARTMENT OF PUBLIC HEALTH**

<b>MENTAL HEALTH SERVICES IN PERMANENT HOUSING PROJECTS</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS SERVED FY 1993-94</b>
•Hotel Dolores Transitional Independent Living/ Money Management/Case Management for the Mentally Ill.	\$516,555	\$60,520	General Fund	Staffing for Case Mgrs. and Vocational Workers.	Adult Men & Women	50 SRO Beds 60 Clients per Year
		\$270,068	HUD Grant			
		\$60,519	Realignment			
		\$125,448	Program			
•Washburn Hotel Transitional Independent Living/ Money Management/Case Management for the Mentally Ill.	\$371,939	\$65,313	General Fund	Staffing for Case Mgrs. and Vocational Workers.	Adult Men & Women	24 Beds 60 Clients per Year
		\$218,313	HUD Grant			
		\$65,313	Realignment			
		\$23,000	Program			
•Conard Hotels: Midari, El Dorado, Riveria Permanent Hotel Rooms/Case Manage ment/Money Management for the Mentally Ill.	\$920,845	\$608,835	General Fund	Staffing for Case Mgrs. and Vocational Workers.	Adult Men & Women	160 Rooms 200 Clients per Year
		\$312,010	Realignment			
<b>SUBTOTAL</b>	<b>\$1,809,339</b>					

<b>MENTAL HEALTH OUTPATIENT/ LONG-TERM TREATMENT PROGRAMS</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS SERVED FY 1993-94</b>
Tenderloin Clinic Provides short and long term, out- patient treatment to mentally ill individuals-30% are homeless.	\$46,500	\$46,500	General Fund	Staffing for multi-disci- plinary treat- ment staff.	Adult Men & Women	83 Unduplicated
Center for Special Problems Provides short and long term treat- ment, outpatient treatment, and case management to mentally ill individuals-some also homeless.	\$73,000	\$73,000	General Fund	Staffing for multi-disci- plinary treat- ment staff.	Adult Men & Women & Sex- ual Minority Youth 15-25	56 Unduplicated
South of Market Clinic Provides short and long term, case management and outpatient treatment to mentally ill individuals, some of them homeless.	\$357,982	\$241,537	General Fund	Staffing for multi-disci- plinary treat- ment staff.	Adult Men & Women	252 Unduplicated
		\$116,445	McKinney-Path			
Institutes for Mental Disease (IMD) Provides for long term 24 hour inpatient psychiatric treatment services for severely mentally dis- abled adults.	\$300,000	\$300,000	General Fund	Multi- disciplinary staff for 24 hour services.	Adult Men & Women	10 Unduplicated
<b>SUBTOTAL</b>	<b>\$777,482</b>					

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<b>COMMUNITY MENTAL HEALTH SERVICES TOTAL</b>	<b>\$3,822,438</b>	\$2,367,640	General Fund
		\$488,381	Fed. HUD
		\$172,427	Fed. McKinney
		\$105,000	Fed. MediCal
		\$540,542	State Realignment
		\$148,448	Program Fees & Fundraising



**DEPARTMENT OF PUBLIC HEALTH - COMMUNITY SUBSTANCE ABUSE SERVICES (CSAS)**

<b>TRANSPORTATION/OUTREACH FOR SUBSTANCE ABUSERS PROGRAMS</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS SERVED FY 1993-94</b>
•Mobil Assistance Patrol Outreach, assessment and transportation for homeless with alcohol and other drug problems.	\$515,900	\$515,900	Federal Block	Total cost of Outreach- Transport. program	Adult Men and Women	24,000 contacts
•MAP-MAYOR'S HOMELESS VAN Outreach, assessment and transportation for homeless with alcohol and other drugs in coord. w/ Mayor's Matrix program.	\$73,700	\$73,700	Federal Block	Total cost of Outreach- Transport. program	Adult Men and Women	4,000 contacts
• Matrix Outreach Worker Part of Matrix team specializing in assessments and referrals for homeless alcohol/other drug abusers.	\$44,286	\$44,286	City General	Full time Outreach Wkr	Matrix Targeted Homeless	3,000 Some Duplicated
<b>SUBTOTAL</b>	<b>\$633,886</b>					

<b>DETOXIFICATION/CRISIS PROGRAMS</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS SERVED FY 1993-94</b>
SVDP Ozanam Reception Center Assessment, referral and stabilization of intoxication from alcohol or other drugs.	\$407,810	\$349,234	Federal Block	Total cost of this program	Adult Men and Women	12,830 contacts
		\$58,576	Program-fees from clients & Fundraising			
SVDP Howard Street Detox 3 to 5 day residential detox program with treatment planning and on-going treatment and other needed referrals. Program is for alcohol and other drugs.	\$321,972	\$127,304	State General	Total cost of this program	Adult Men and Women	2,152 some duplicated
		\$146,278	City General			
		\$48,390	Program-fees from clients & Fundraising			
Salvation Army Detox 3 to 5 day residential detox program with treatment planning and on-going treatment and other needed referrals. Program is for alcohol and other drugs.	\$382,641	\$289,731	State General	Total cost of this program	Adult Men and Women	2,280 some duplicated
		\$30,992	City General			
		\$61,918	Program-fees from clients & Fundraising			
HAFMC Smith House 3 to 5 day residential detox program with treatment planning and on-going treatment and other needed referrals. Program is for alcohol and other drugs.	\$176,105	\$157,725	State General	Total cost of this program	Adult Women	616 some duplicated
		\$16,184	City General			
		\$2,196	Program-fees from clients & Fundraising			
•CATS McMillian Center 24-hr drop-in center for homeless providing a respite from the street, assessment, referral and stabilization of intoxication from alcohol or other drugs.	\$543,778	\$293,453	Federal CSAT grant	Total cost of this program	Adult Men and Women	36,500 contacts
		\$250,325	City General			
• SVDP Multi-Service Center Shelter, case management, referrals for alcohol and other drug treatment.	\$151,283	\$145,237	City General	Cost of staff for case mgmnt and referral services	Adult Men and Women	2,600 contacts
		\$6,046	Program-fees from clients & Fundraising			
•CATS Shelter Shelter and support services for women with mental health and substance abuse problems.	\$189,366	\$176,868	City General	Total Cost of Providing Bed Days Listed.	Adult Women	3,500 Contacts
		\$12,498	Program-Fees from Clients & Fundraising			
Methadone Detox 21 day detox program using methadone as treatment for Opiate addiction.	\$16,259	\$6,829	Federal D/MC	Total Cost of This Program	Adult Men and Women	75 Some Duplicated
		\$7,804	State General			
		\$650	City General			
		\$976	Program-Fees from Clients & Fundraising			
<b>SUBTOTAL</b>	<b>\$2,189,214</b>					

**COMMUNITY SUBSTANCE ABUSE SERVICES (CSAS)  
DEPARTMENT OF PUBLIC HEALTH**

<b>SHORT-TERM TREATMENT PROGRAMS FOR ALCOHOL/ SUBSTANCE ABUSERS</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS SERVED FY 1993-94</b>
Tom Smith Center Intensive 45 day residential program for alcohol & other drug, HIV and Mental Health treatment.	\$138,462	\$101,683	AIDS CARE grant	Total Cost of This Program	Adult Men and Women	81 Some Duplicated
		\$6,064	State General			
		\$30,715	City General			
CATS Redwood Center Intensive 45 to 90 day residential program for alcohol & other drug treatment.	\$388,140	\$319,140	Federal Block	Total Cost Short Term Treatment	Adult Men Alcohol, Other Drug & HIV+	308 Some Duplicated
		\$69,000	Program-Fees from Clients			
			& Fundraising			
Salvation Army Harp Intensive 28 day residential program for alcohol & other drug treatment.	\$248,602	\$156,674	Federal Block	Total Cost Short Term Treatment	Adult Men and Women Alcohol, Other Drug & HIV+	124 Some Duplicated
		\$11,400	City General			
		\$80,528	Program-Fees from Clients			
			& Fundraising			
HAFCM Western Addition Recovery 6 - 12 month residential program for alcohol & other drug treatment.	\$160,386	\$97,780	Federal Block	Total Cost Short Term Treatment	Adult African American Males	12 Unduplicated
		\$62,606	Program-Fees from Clients			
			& Fundraising			
Walden House Day Treatment Daily treatment activities that assist in keeping participants alcohol/drug free.	\$192,420	\$55,229	Federal Block	Total Cost of Providing Services	Adult Men and Women	175 Some Duplicated
		\$137,031	State General			
		\$160	Program-fees from clients & fundraising			
Salvation Army Women's Program Provides 6-12 mo. residential treatment for women w/ alcohol or other drug problems.	\$86,765	\$49,456	Federal Block	Total Cost of Providing Services	Adult Women	30 Unduplicated
		\$37,309	Program-fees from clients			
			& fundraising			
<b>SUBTOTAL</b>	<b>\$1,214,775</b>					

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**COMMUNITY SUBSTANCE ABUSE SERVICES (CSAS)  
DEPARTMENT OF PUBLIC HEALTH**

LONG-TERM TREATMENT PROGRAMS FOR ALCOHOL/ SUBSTANCE ABUSERS	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	TOTAL HOMELESS SERVED FY 1993-94
Walden House Long term residential treatment for alcohol and other drug addictions in a therapeutic community setting.	\$95,050	\$70,337 \$8,554 \$16,159	Federal Block State General Program-Fees from clients & fundraising	Total Cost of Providing Services	Adult Men and Women	53 Unduplicated
•Walden House HALT Six month residential treatment program designed specifically for homeless with alcohol and other drug problems.	\$501,339	\$495,678 \$4,701 \$960	Federal Block General Fund Program-Fees from Clients & Fundraising	Total Cost of Providing Services	Adult Men and Women	30 Unduplicated
Haight Ashbury FMC HAATS Outpatient and drop-in services for Homeless in the Haight-Ashbury with alcohol or other drug problems.	\$123,010	\$79,112 \$13,364 \$30,534	Federal Block General Fund Program-Fees from Clients & Fundraising	Total Cost of Providing Services	Adult Men and Women	30 Some Duplicated
Haight Ashbury FMC Outpatient Detox Outpatient non-methadone detoxification and aftercare for all alcohol or other drug addictions.	\$344,875	\$129,104 \$120,691 \$11,475 \$8,836 \$74,769	Federal Block State General General Fund Program-Fees from Clients & Fundraising HHS Grant	Total Cost of Providing Services	Adult Men and Women	265 Some Duplicated
Height Ashbury FMC Glide Crack Program Crack abuse treatment program targeting Tenderloin residents.	\$284,272	\$135,000 \$135,000 \$14,272	HHS Grant State General General Fund	Total Cost of Providing Services	Adult Men and Women	356 Some Duplicated
Methadone Maintenance Drug treatment for Opiate abuse through Methadone maintenance and counseling.	\$397,275	\$174,798 \$91,375 \$11,919 \$119,183	Federal D/MC State Funds General Fund Program-Fees from Clients & Fundraising	Long Term Treatment	Adult Men and Women	351 Unduplicated
Friendship House Residential treatment for alcohol and other drug problems targeted for Native Americans.	\$31,125	\$18,675 \$11,205 \$1,245	Federal Block State General General Fund	Total Cost of Providing Services	Adult Men and Women	6 unduplicated
Golden Gate for Seniors Residential treatment for alcohol and other drug problems targeted for senior citizens.	\$44,663	\$26,798 \$17,865	Federal Block Program-Fees from clients & fundraising	Total Cost of Providing Services	Adult Men and Women	15 unduplicated
North of Market Outreach, home counseling, outpatient and drop-in alcohol and other drug treatment services for Senior Citizens.	\$39,257	\$23,947 \$14,525 \$785	Federal Block General Fund Program-Fees from clients & fundraising	Total Cost of Providing Services	Adult Men and Women	102 Some duplicated
<b>SUBTOTAL</b>	<b>\$1,860,866</b>					

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<b>COMMUNITY SUBSTANCE ABUSE SERVICES TOTAL</b>	<b>\$5,898,741</b>	<b>\$2,460,764</b>	<b>Federal Block</b>
		<b>\$181,627</b>	<b>Fed. Drug/MC</b>
		<b>\$293,453</b>	<b>Fed.CSAT Grant</b>
		<b>\$101,683</b>	<b>Fed. CARE</b>
		<b>\$209,769</b>	<b>Fed. HHS Grant</b>
		<b>\$1,092,484</b>	<b>State General</b>
		<b>\$924,436</b>	<b>General Fund</b>
		<b>\$634,525</b>	<b>Program Fees/Fundraising</b>



**ADMINISTRATION - DEPARTMENT OF PUBLIC HEALTH**

<b>DEPARTMENT OF PUBLIC HEALTH ADMINISTRATION OF SERVICES FOR THE HOMELESS</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>TOTAL HOMELESS SERVED FY 1993-94</b>
Administration of CPHS Medical Services for the Homeless Pro-ration of administrative costs based on contracts.	\$444,411	\$297,449	General Fund	Admin.	Not Applicable	Not Applicable
		\$49,782	Fed. McKinney			
		\$68,060	Fed. CARE			
		\$19,723	Fed. Grants			
		\$9,397	Comic Relief			
Administration of AIDS Office Services for the Homeless Pro-ration of administrative costs based on contracts.	\$261,252	\$21,492	General Fund	Admin.	Not Applicable	Not Applicable
		\$238,421	Fed. CARE			
		\$1,339	State			
Administration of CMHS Mental Health Services for the Homeless Pro-ration of administrative costs based on contracts.	\$305,795	\$189,410	General Fund	Admin.		
		\$39,070	Fed. HUD various			
		\$13,795	Fed. McKinney			
		\$8,400	Fed. MediCal			
		\$43,244	State Realignment			
		\$11,876	Program Fees & Fundraising			
Administration of CSAS Substance Abuse Services for the Homeless Pro-ration of administrative costs based on contracts.	\$412,912	\$64,710	General Fund	Admin.	Not Applicable	Not Applicable
		\$172,250	Federal Block			
		\$12,713	Fed. Drug/MediCal			
		\$20,541	Fed. CSAT Grant			
		\$7,118	Fed. CARE			
		\$14,693	Fed. HHS Grant			
		\$76,471	State General			
		\$44,416	Program Fees & Fundraising			
<b>SUBTOTAL</b>	<b>\$1,424,370</b>					

<b>DPH ADMINISTRATION OF SERVICES FOR THE HOMELESS TOTAL</b>	<b>\$1,424,370</b>	\$573,061	General Fund
		\$664,566	Federal Funds
		\$121,054	State Funds
		\$65,689	Private grants & Fees

<b>DEPARTMENT OF PUBLIC HEALTH TOTAL DIRECT PROGRAMS</b>	<b>\$19,213,373</b>	\$7,560,987	General Fund
		\$8,925,559	Federal Funds
		\$1,768,945	State Funds
		\$957,882	Private Grants & Fees

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**JUVENILE PROBATION DEPARTMENT****\$623,000**

The Juvenile Probation Department administers a contract with Youth Advocates, Inc. to provide the City's shelter and family reunification counseling services for runaway youth. Youth Advocates operates Huckleberry House, which provides 24 hour, seven day, six-bed crisis shelter and family reunification counseling services for runaway youth and their families to achieve reunification. Huckleberry House also provides shelter for Court-ordered status offenders, youths who have legally been declared as runaways or beyond their parent's control. The maximum stay at Huckleberry House is three months.

For the purposes of this study, runaway youths or status offenders are considered temporarily homeless because the City provides them with shelter and counseling services. The \$561,000 FY 1993-94 cost of the Youth Advocates, Inc. contract is based on the number of youths and families that receive services from Huckleberry House. In FY 1993-94, a total of 625 youths received services from the Huckleberry House, including shelter, counseling sessions and case management. The Juvenile Probation Department also maintains one Probation Officer to monitor the Youth Advocates contract and to work with the 601 youths. The salary for this Probation Officer is \$62,000. Thus, the estimated total cost to the City's General Fund for providing shelter and services to runaway youths through the Juvenile Probation Department is \$623,000 in General Fund support.

JUVENILE PROBATION DEPARTMENT	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	TOTAL HOMELESS SERVED FY 1993-94
Youth Advocates, Inc. Provides shelter for runaway youth on a short term basis and family reunification counseling services.	\$561,000	\$561,000	General Fund	Facility Costs, Staffing for Case Mgmt.	Youth	625
Juvenile Probation Department Administration Cost of one Probation Officer to monitor contract & work w/ youths.	\$62,000	\$62,000	General Fund	City Staffing for Probation Officer	Youth	N/A
<b>SUBTOTAL</b>	<b>\$623,000</b>					

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## **REDEVELOPMENT AGENCY**

**\$3,630,900**

Like the Mayor's Office of Housing, the Redevelopment Agency administers funds that are used to provide capital for housing development. In FY 1993-94, the Redevelopment Agency allocated a total of approximately \$3.6 million for development of housing with units for homeless persons or persons at-risk of homelessness.

### **I. HOUSING FOR PEOPLE WITH AIDS**

**\$2,345,900**

A Federal funding program, entitled Housing for People with AIDS (HOPWA) is administered by the Redevelopment Agency. Agency administrators state that units developed under the HOPWA program are expected to be leased by homeless people with AIDS, or people with AIDS who are at risk of becoming homeless because of factors such as loss of income and medical expenses. The Agency allocated \$2,345,900 in HOPWA funds to support part of seven housing projects in FY 1993-94. When completed, these projects are expected to house 116 persons.

### **II. HOMELESS SET-ASIDES IN MIXED-INCOME HOUSING**

**\$1,285,000**

The Redevelopment Agency used Tax Increment revenues for the South of Market Redevelopment Area to fund housing developments with required set-asides of units for homeless applicants. A combined total of \$1,285,000 was allocated to help fund the development costs of 47 set aside units in various mixed-income projects.



**CAPITAL FOR HOUSING DEVELOPMENT  
REDEVELOPMENT AGENCY**

<b>HOUSING PROGRAMS FOR PEOPLE WITH AIDS</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>***TARGET HOMELESS GROUP</b>	<b>****TOTAL BEDS ASSISTED FY 1993-94</b>
Peter Claver House/ Catholic Charities	\$226,756	\$226,756	HUD: Housing for People With AIDS (HOPWA)	Rehab. to Meet Licensing Reqs.	Adults with AIDS	32
Leland Avenue Residence/ Hospice by the Bay	\$601,852	\$471,982	**HOPWA	Rehab./ Conversion of Office Bldg.	Adults, Including Seniors with AIDS	51
Precita Residence/ Bernal Heights Housing Corp.	\$384,350	\$384,350	**HOPWA	Acquisition and Rehab. for Accessibility	Families with Member with AIDS/ Alc. Abuse	2
121 Holly Park Circle/ Bernal Heights Housing Corp.	\$404,534	\$404,534	**HOPWA	Acquisition and Rehab.	Adults and Families with Member with AIDS	10
Maitri AIDS Hospice/ Maitri	\$203,408	\$203,408	**HOPWA	Rehab. to Meet Licensing Reqs.	Adults with AIDS	7
1249-51 Scott/ Baker Places, Inc.	\$475,000	\$475,000	**HOPWA	Acquisition and Rehab.	Adults with AIDS and Substance Abuse	11
Hope House/ Dolores Street Community Center	\$50,000	\$50,000	**HOPWA	Acquisition and Rehab.	Adults with AIDS	10
<b>SUBTOTAL</b>	<b>\$2,345,900</b>					

<b>HOMELESS SET-ASIDES PROGRAM IN MIXED-INCOME HOUSING</b>	<b>*TOTAL HOMELESS COST FY 1993-94</b>	<b>AMOUNT PER SOURCE FY 1993-94</b>	<b>SOURCE OF FUNDS FY 1993-94</b>	<b>USE OF FUNDS</b>	<b>***TARGET HOMELESS GROUP</b>	<b>****TOTAL BEDS ASSISTED FY 1993-94</b>
Homeless Set-Asides in Mixed-Income Housing	\$1,285,000	\$1,285,000	South of Market Tax Increment	New Construction	Adults	47
<b>SUBTOTAL</b>	<b>\$1,285,000</b>					

<b>REDEVELOPMENT AGENCY TOTAL</b>	<b>\$3,630,900</b>	<b>\$2,345,900</b>	<b>HOPWA</b>
		<b>\$1,285,000</b>	<b>South of Market Tax Increment</b>

\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Programs described here may receive additional funding from outside sources. Figures are based on funds committed during FY 1993-94.

\*\*HOPWA stands for Housing for People with AIDS, a Federal program of the Department of Housing and Urban Development.

\*\*\*Residents of HOPWA-funded facilities are generally selected on the basis of being at risk of becoming homeless, because of loss of income due to AIDS-related disabilities and medical costs. They may not actually be homeless yet.

\*\*\*\*Total beds assisted shows number of beds in project. All projects combine City funding with other sources. Also, City may fund same project in more than one fiscal year.

The Subsidized Housing Division of the SFHA administers Federally-funded rent subsidy programs, some of which are targeted for homeless people. Under the Federal Department of Housing and Urban Development (HUD) Section 8 Rental Assistance Program, a tenant's rent is limited to 30 percent of the tenant's income. A subsidy, based on established regional standards, is paid by HUD to the landlord. Recipients of Section 8 certificates can use them anywhere in the State, although those issued by the SFHA continue to be administered by the SFHA. Recipients of Section 8 vouchers can use them anywhere in the United States. A Section 8 Moderate Rehabilitation Program links rent subsidies to particular units in developments, rather than to individuals.

In FY 1993-94, the SFHA issued 127 rent subsidy certificates as part of a five-year demonstration program, under which a private foundation is providing housing-based support services to tenants who must be homeless families with multiple dysfunctional issues. Another 125 rent subsidy certificates and vouchers were issued in similar targeted programs focusing on homeless people, with support services provided through separate funding. The programs included one targeted to homeless veterans. Finally, another 137 Section 8 rent subsidies were administered as part of the Section 8 Moderate Rehabilitation Program, under which subsidies are issued based on rehabilitation of a housing development, and stay with the units in the development.

RENT SUBSIDY PROGRAMS	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	TOTAL NEW HOMELESS RENT SUBSIDY FY 1993-94
*Robert Wood Johnson Certificates Rent subsidy linked to services funded by foundation through 5-year demonstration program.	\$1,160,222	\$1,160,222	HUD Section 8	Rent Subsidy and Admin.	Families with multiple dysfunctional issues	127
*Family Certificates Rent subsidy for homeless families, linked to services funded by SF DSS.	\$448,761	\$448,761	HUD Section 8	Rent Subsidy and Admin.	Families	51
*Family Vouchers Rent Subsidy linked to services provided by Robert Wood Johnson Foundation.	\$343,046	\$343,046	HUD Section 8	Rent Subsidy and Admin.	Families and Single Adults	44
*Veteran's Admin. Supportive Housing Vouchers Rent subsidy for homeless veterans, linked to services funded by the Veteran's Admin.	\$148,943	\$148,943	HUD Section 8	Rent Subsidy and Admin.	Veterans and Their Families	30
*Ritz Hotel Moderate Rehabilitation Rent subsidy for rooms at SRO Hotel, based on completion of rehabilitation.	\$199,470	\$199,470	HUD Section 8	Rent Subsidy and Admin.	Single Adults	30
*Peter Claver House Moderate Rehabilitation Rent subsidy for residents of long-term residence for homeless people with AIDS/ARC, based on completion of rehabilitation.	\$346,924	\$346,924	HUD Section 8	Rent Subsidy and Admin.	Single Adults with AIDS/ARC	52
*San Cristina Hotel Moderate Rehabilitation Rent subsidy for rooms at SRO Hotel, based on completion of rehabilitation.	\$229,449	\$229,449	HUD Section 8	Rent Subsidy and Admin.	Single Adults, including w/ mental disabilities	55
<b>TOTAL</b>	<b>\$2,876,815</b>					

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# COMMISSION ON THE AGING

**\$131,174**

The Commission on the Aging administers contracts with five agencies that serve homeless persons over 60 years of age. These five agencies also provide services to other individuals over 60 years of age, including those at risk of homelessness. Services include case management, housing placement, meals service and health screening. The Commission on Aging source of funds for four of the five agency contracts is the City's Off-Street Parking Tax. North of Market Senior Services is funded by a grant under the Federal Older Americans Act.

COMMISSION ON THE AGING PROGRAMS	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	TOTAL HOMELESS SERVED FY 1993-94
Episcopal Community Services Provides case management and community services such as translation, material aid, and activity scheduling to seniors.	\$32,295	\$32,295	City Off-Street Parking Tax	Staffing for Case Mgmt., Admin.	Men and Women over 60 years old	175
Independant Housing Services Provides seniors with housing counseling to help them locate housing placements.	\$4,797	\$4,797	City Off-Street Parking Tax	Staffing for Placement	Men and Women over 60 years old	2 homeless 21 at risk of homelessness
North of Market Senior Services Provides case management and health screening to seniors.	\$33,264	\$33,264	Federal Older Americans Act	Staffing for Case Mgmt., Treatment	Men and Women over 60 years old	180
Reality House West Provides six rooms for homeless seniors and places homeless seniors in other housing.	\$19,828	\$19,828	City Off-Street Parking Tax	Staffing for Admin., Placement	Men and Women over 60 years old	66
Salvation Army Senior Meals and Services Provides case management services to seniors and serves meals.	\$40,990	\$40,990	City Off-Street Parking Tax	Staffing for Case Mgmt., Admin.	Men and Women over 60 years old	360
<b>TOTAL</b>	<b>\$131,174</b>					

COMMISSION ON THE AGING TOTAL	\$131,174	\$97,910	City Off-Street Parking Tax
		\$33,264	Federal Older Americans Act

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# COMMISSION ON THE STATUS OF WOMEN

**\$442,067**

The Commission on the Status of Women contracts with four agencies to provide emergency housing services for battered women and children. Because each of these services provides shelter to women and children who are temporarily homeless, their costs are included in this study. The Asian Women's Shelter is a multilingual, multicultural shelter program that focuses on, but is not limited to, serving Asian battered women and their children. The Asian Women's Shelter seeks to eliminate domestic violence by promoting the self-determination of women through institutional advocacy, prevention, emergency to transitional shelter and follow-up. La Casa de Las Madres is also a multilingual, multicultural shelter that provides shelter, counseling and referral as well as community education and advocacy services. Rosalie House and Brennan House are both part of the Riley Center, administered by the St. Vincent de Paul Society, which provides the administrative support for both shelters. Rosalie House is a short-term shelter that provides advocacy, counseling, and support groups. Rosalie House also engages in community activities to raise awareness about battered women and trains volunteers. Brennan House, part of the same physical facility as Rosalie House, provides long-term transitional housing to battered women and their children as well as counseling, support groups and assistance in finding permanent safe housing.

COMMISSION ON THE STATUS OF WOMEN	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	TOTAL HOMELESS SERVED FY 1993-94
Asian Women's Shelter Provides emergency to transitional shelter, follow-up, prevention, and advocacy for battered women and their children.	\$85,773	\$75,773	General Fund	Staffing & Program Costs	Women & Children	27 Sheltered 481 Hotline
		\$10,000	Marriage License Fee			
Brennan House Provides long-term, transitional housing for battered women and their children as well as advocacy and counseling.	\$34,500	\$34,500	General Fund	Staffing & Program Costs	Women & Children	12 Sheltered
Rosalie House Provides short-term shelter, advocacy, counseling, and support groups and engages in community awareness.	\$115,531	\$85,558	General Fund	Staffing & Program Costs	Women & Children	129 Sheltered 1,023 Hotline
		\$29,973	Marriage License Fee			
La Casa de Las Madres Provides shelter, advocacy, counseling, and referral services to battered women and their children.	\$206,263	\$108,226	General Fund	Staffing & Program Costs	Women & Children	400 Sheltered 2,777 Hotline
		\$98,037	Marriage License Fee			
<b>SUBTOTAL</b>	<b>\$442,067</b>					

\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Some programs described here may receive additional funding from outside sources.

COMMISSION ON THE STATUS OF WOMEN TOTAL	\$442,067	\$304,057	General Fund
		\$138,010	Marriage License Fee



**PART 2**

**MAJOR INDIRECT COSTS OF**

**HOMELESSNESS TO THE CITY AND COUNTY**

In addition to the direct services for the homeless that have been detailed in Part 1, the City incurs significant costs for functions that are indirectly related to the presence of a homeless population. These indirect costs range from services for the homeless at San Francisco General Hospital (SFGH), to enforcement of nuisance violations of laws that prohibit camping, public inebriation, etc. under the Matrix Program. The Department of Public Works (DPW) and the Recreation and Park Department (RPD) incur expenses, as detailed in the pages that follow, for clean-up of public areas used by the homeless.



# GENERAL ASSISTANCE

**\$10,731,388**

The Department of Social Services (DSS) administers the General Assistance Program, which provides cash grants to qualified needy City residents. DSS estimates that approximately 3,000 General Assistance recipients each month declared themselves homeless during FY 1993-94. The average cash grant during FY 1993-94 was \$292 per month, so annual General Assistance payments to homeless persons were approximately \$10.5 million (3,000 recipients times \$292 times 12 months). All General Assistance costs are paid by the General Fund.

In addition to the basic cash grant, the General Assistance Program: (1) pays a messenger service to bring checks for homeless persons to check cashing services where recipients come to collect them; and (2) funds temporary lodging and food services for General Assistance applicants, a portion of whom are homeless, during the period in which initial claims are being processed.

General Assistance payments are a major component of City expenditures on the homeless. However, it is important to note that even if homeless recipients obtain a stable living situation, most who currently qualify for General Assistance would still need this support in order to make rent payments and meet basic necessities.

GENERAL ASSISTANCE GRANTS	TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	TOTAL HOMELESS SERVED FY 1993-94
General Assistance Grants	\$10,512,000	\$10,512,000	General Fund	Cash grants	Single Adults	3,000 per
Monthly cash grants to qualified needy individuals. Figures here represent self-declared homeless.				(max \$345, ave. \$292)		month ave.
General Assistance Administration	\$150,178	\$150,178	General Fund	Personnel	Not Applicable	Not Applicable
Estimate of costs to administer General Assistance grants for the homeless, including eligibility & processing.						
Messengering of GA Checks	\$2,000	\$2,000	General Fund	Program	Single Adults	Not Applicable
Provides messenger services to bring GA checks for homeless recipients to designated check cashing services.				Costs		
Glide Memorial Church	\$56,200	\$56,200	General Fund	Program	Single Adults	
Provides food for persons who have qualified for GA during period before they receive first check (up to 2 weeks).				Costs		
Presumptive Eligibility Program	\$11,010	\$11,010	General Fund	Housing	Single Adults	
Provides homeless General Assistance applicants with lodging while claims are being processed.				Costs		
SUBTOTAL	\$10,731,388					

DSS General Assistance Total	\$10,731,388	\$10,731,388	General Fund
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# AID TO FAMILIES WITH DEPENDENT CHILDREN

**\$1,847,292**

The Department of Social Services (DSS) administers the Aid to Families with Dependent Children Program (AFDC), which provides cash grants to qualified needy families who live in San Francisco. DSS estimates that an average of 181 homeless families received AFDC benefits each month during FY 1993-94. The average cash grant, for a parent and two children, was \$607 during FY 1993-94. The cost of AFDC cash grants is primarily borne by the Federal Department of Health and Human Services, and the State.

The AFDC unit of DSS also administers a Homeless Family Unit, composed of civil service staff who work with residents of public housing in danger of eviction, as well as a Federally-funded Homeless Assistance Program, under which homeless recipients of AFDC can apply for grants to pay for a rental security deposit, first and last month's rent, and temporary hotel accommodations while they obtain housing. Under this Federal program, homeless AFDC recipients can apply only once every two years.

The Federal government provided 47.8 percent of the funds for AFDC grants and eviction prevention services for the homeless in FY 1993-94. State funds provided 44.4 percent of the total, and the General Fund provided the remaining 7.8 percent of AFDC grant and program monies affecting the homeless.

As with the General Assistance Program, most homeless AFDC recipients would still require this cash assistance if they were housed in order to make rent payments and meet basic necessities.

AID TO FAMILIES WITH DEPENDENT CHILDREN (AFDC)	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	TOTAL HOMELESS SERVED FY 1993-94
AFDC Grants to Homeless Families	\$1,318,404	\$32,960	General Fund	Cash grants (ave. \$607 per month)	Families	181 per month with duplications
Monthly cash grants to qualified needy families. Assumes average family is a parent and two children.		\$659,202	Fed: HHS			
		\$626,242	State: Dept. of Social Services			
AFDC Homeless Family Unit	\$98,920	\$57,362	General Fund	Personnel	Families in public housing as risk of eviction	117 per month with duplications
Provides eviction prevention assistance to families at risk of eviction from San Francisco Housing Authority units.		\$24,446	Fed: HHS			
		\$17,112	State: Dept. of Social Services			
Homeless Assistance Program	\$267,686	\$6,692	General Fund	Housing Costs	AFDC recipients	127 per month with duplications
Provides security deposit, first/last mo. rent & funds hotel stay while AFDC recipients obtain housing.		\$133,843	Fed: HHS			
		\$127,151	State: Dept. of Social Services			
Administration of AFDC/Homeless Assistance Program	\$162,282	\$47,062	General Fund	Personnel	Not Applicable	Not Applicable
		\$64,913	Fed: HHS			
		\$50,307	State: Dept. of Social Services			
<b>SUBTOTAL</b>	<b>\$1,847,292</b>					

AID TO FAMILIES WITH DEPENDENT CHILDREN TOTAL	\$1,847,292	\$144,076	General Fund
		\$882,404	Federal: HHS
		\$820,812	State



While San Francisco General Hospital (SFGH) does not provide direct, targeted services for the homeless, many homeless persons use SFGH services. The cost of these services is estimated in this report and included as an indirect cost. SFGH administrators state that there is no reason to assume that the majority of SFGH homeless costs are attributable to health conditions resulting from homelessness. Nevertheless, making more preventive health care and outpatient health care services accessible to the homeless could reduce SFGH costs, and possibly improve the health status of homeless patients.

SFGH administrators provided an estimate of charges for services to homeless people at the hospital during calendar year 1994 based on the first six months of the year. The estimate assumes that homeless patients are those who gave no address upon admission for treatment. (This estimate would therefore omit persons who gave homeless shelter addresses.) Furthermore, only charges for patients who were unable to pay for the services and had no third party source of reimbursement, such as Medi-Cal, Medicare or private insurance, were included. Charges were converted into costs assuming that the actual costs are 66.5 percent of charges, based on DPH estimates.

This analysis projects that uncovered costs of \$9,111,149 for services for homeless persons will be incurred during 1994. These charges will have to be paid by a combination of the General Fund (\$2,800,000) and State Realignment Funds (\$6,311,149), which are allocated by the State from Sales Tax and Vehicle License Fees, and earmarked for public health and mental health.

The majority of the costs (\$6,761,188) are incurred in Inpatient Services, which are acute services for patients requiring hospitalization. However, another \$1,617,945 is expected to be incurred for Emergency Department services for homeless persons without third party coverage. The Psychiatric Emergency unit of SFGH is expected to incur \$370,522 for uncovered homeless patients and the Outpatient Service is expected to incur \$361,494 for uncovered homeless patients in 1994.

SFGH is currently attempting to examine homeless use of the Hospital's services. Administrators state that the homeless are relatively high users of SFGH, and SFGH hopes to get a profile of homeless clientele so that DPH can focus efforts to provide preventive health care and less expensive methods of treatment to the homeless.



**SAN FRANCISCO GENERAL HOSPITAL SERVICES**

<b>HOSPITAL SERVICES</b>	<b>PROJECTED HOMELESS COSTS 1994</b>	<b>AMOUNT PER SOURCE FY 1994-95</b>	<b>SOURCE OF FUNDS FY 1994-95</b>	<b>USE OF FUNDS</b>	<b>TARGET HOMELESS GROUP</b>	<b>ESTIMATED HOMELESS TO BE SERVED 1994</b>
Psych Emergency Provides 24-hour emergency psychiatric services for voluntary and involuntary patients.	\$370,522	\$112,000	General Fund	Facility Costs, Staffing	Anyone requiring treatment	542 unduplicated encounters
		\$258,522	State Realignment			
Emergency Department Provides 24-hr emergency services for city-wide population.	\$1,617,945	\$504,000	General Fund	Facility Costs, Staffing	Anyone requiring treatment	8,110 unduplicated encounters
		\$1,113,945	State Realignment			
Outpatient Service Provides various outpatient medical treatment services.	\$361,494	\$112,000	General Fund	Facility Costs, Staffing	Anyone requiring treatment	2,718 unduplicated encounters
		\$249,494	State Realignment			
Inpatient Service Provides acute services for patients requiring hospitalization.	\$6,761,188	\$2,072,000	General Fund	Facility Costs, Staffing	Anyone requiring treatment	906 unduplicated admissions
		\$4,689,188	State Realignment			
<b>SUBTOTALS</b>	<b>\$9,111,149</b>					

\*The total 1994 estimated homeless costs are derived from a projection of the actual charges for services to persons who gave no address and had no third party coverage during calendar year 1994. Third party sources of reimbursement include Medi-Cal, Medicare, and private insurance. Costs are estimated to be 66.5 percent of charges.

San Francisco General Hospital	\$9,111,149	\$2,800,000	General Fund	
Total		\$6,311,149	State Realignment	

# DEPARTMENT OF PUBLIC HEALTH, PARAMEDICS DIVISION \$1,000,000

A special two-week survey undertaken by the Paramedics Division of the Department of Public Health (DPH) during 1992 indicated that emergency calls to the Paramedics Division involving the homeless equaled seven percent of total emergency calls. At that time, a further examination of paramedic services to the homeless indicated that services provided by 1.4 ambulances, or 10 percent of the City's fleet, are presently needed to provide emergency services to the homeless. The annual cost for the staffing and servicing of 1.4 ambulances plus departmental overhead is estimated to be \$1 million. Because such costs cannot be recovered through the normal DPH billing process, the entire cost must be absorbed by the City's General Fund.

DEPARTMENT OF PUBLIC HEALTH PARAMEDICS DIVISION	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	TOTAL HOMELESS SERVED FY 1993-94
Paramedics Division	\$1,000,000	\$1,000,000	General Fund	Staffing for	Anyone	Not
Provides emergency medical service				Treat.	requiring	Available
and ambulance rides to homeless requiring				Ambulance	emergency	
urgent care.				Costs	services	
SUBTOTAL	\$1,000,000					

\*The total homeless cost represents the cost of services for homeless people within a particular program. Programs marked with a bullet are entirely dedicated to services for homeless people. For other programs, the Department has estimated the proportion of costs attributed to services for homeless people. The cost figures in this table pertain to funds administered by the City and County of San Francisco. Some programs described here may receive additional funding from outside sources.

**DEPARTMENT OF PUBLIC WORKS (DPW)**  
**BUREAU OF STREET ENVIRONMENTAL SERVICES**

**\$544,800**

The Bureau of Street Environmental Services of the DPW allocates staff to perform a variety of clean-up, repair and debris removal functions in public areas that are heavily used by homeless persons. These tasks include daily clean-up at nine freeway on and off-ramps, repair of fences adjacent to freeways and bridges, regular removal of material from sidewalks in four districts, sidewalk cleaning and steam cleaning, flushing of streets and alleyways, daily clean-up and removal of material from United Nations Plaza and Hallidie Plaza, and repair of damaged landscaping. The FY 1993-94 cost, which was primarily financed by the Gas Tax revenues that support most Bureau of Street Environmental Services staff, was estimated to total \$544,800.

CLEAN-UP OF PUBLIC AREAS USED BY HOMELESS PERSONS	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	TOTAL HOMELESS SERVED FY 1993-94
Freeway On/Off Ramps Clean-up at 9 sites, 1.5 hours/site/day.	\$140,400	\$98,280	Caltrans	Staffing	Not Applicable	Not Applicable
		\$42,120	Gas Tax			
Fence Installation & Repair Repair of fences adjacent to freeways and bridges.	\$10,000	\$10,000	Gas Tax	Staffing	Not Applicable	Not Applicable
Homeless Encampment Debris Removal Removal of material from sidewalks in 4 districts. DPW staff supervises Workfare participants.	\$83,200	\$83,200	Gas Tax	Staffing	Not Applicable	Not Applicable
Sidewalk Cleaning 19 routes swept daily. DPW staff supervises Workfare participants.	\$166,400	\$166,400	Gas Tax	Staffing	Not Applicable	Not Applicable
Steam Cleaning Two operators, 2 hrs/day.	\$20,800	\$20,800	Gas Tax	Staffing	Not Applicable	Not Applicable
Flushing of Streets & Alleyways Two operators, 2 hrs/day.	\$20,800	\$20,800	Gas Tax	Staffing	Not Applicable	Not Applicable
Plaza Clean-Up Clean-up and debris removal at United Nations and Hallidie Plaza 4 hrs/day at both plazas.	\$83,200	\$83,200	General Fund	Staffing	Not Applicable	Not Applicable
Repair & Renovation of Damaged Landscape Repair of damaged landscaping in public areas.	\$20,000	\$20,000	Gas Tax	Staffing	Not Applicable	Not Applicable
<b>SUBTOTAL</b>	<b>\$544,800</b>					

\*The total homeless cost represents the cost of services attributed to the homeless by the Department.

Department of Public Works Total	\$544,800	\$83,200	General Fund
		\$363,320	State Gas Tax
		\$98,280	State - CalTrans



**RECREATION AND PARK DEPARTMENT (RPD)****\$436,500**

The RPD performs clean-up operations, related to camping in City parks. RPD administrators estimate that 60 Golden Gate Park gardeners each spend an average of one hour per day on this type of activity, for a total cost of \$324,000.

Administrators of the Neighborhood Parks Program advise that consistent camping occurs at approximately 20 neighborhood parks. The amount of time spent on clean-up varies from one park to another. The total cost estimate for this activity at neighborhood parks for FY 1993-94 is \$112,500. These costs are partially supported by the Open Space fund, and partially by the Special Recreation and Park Revenue Fund.

CLEAN-UP OF PARKS	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	TARGET HOMELESS GROUP	TOTAL HOMELESS SERVED FY 1993-94
Golden Gate Park Gardeners Clean-up of areas used by the homeless. 60 gardeners/1 hr. per day.	\$324,000	\$324,000	Rec/Park Special	Personnel	Not Applicable	Not Applicable
			Revenue Fund			
Neighborhood Parks Program Clean-up of 20 parks where consistent camping occurs.	\$112,500	\$33,750	Rec/Park Special	Personnel	Not Applicable	Not Applicable
			Revenue Fund			
		\$78,750	Open Space Fund			
SUBTOTAL	\$436,500					

\*The total homeless cost represents the cost of services attributed to the homeless by the Department.

RECREATION AND PARK DEPARTMENT TOTAL	\$436,500	\$357,750	Rec/Park Special Revenue Fund
		\$78,750	Open Space Fund

## **POLICE DEPARTMENT -**

### **MATRIX PROGRAM ENFORCEMENT AND SERVICES**

**\$537,923**

In August of 1993, an interdepartmental team including the Mayor's Office, the Mayor's Homeless Coordinator, the Police Department (SFPD), the Department of Social Services (DSS) and the Department of Public Health (DPH) launched the Matrix Program, a program designed to combine the resources of various agencies in an effort to enforce nuisance and quality of life violations on streets and public areas of the City, at the same time providing outreach and referral services to homeless persons. The primary outreach and referral components of the Matrix Program have been detailed under the DSS and DPH direct services sections. The Budget Analyst estimates that the FY 1993-94 cost of Police Department enforcement of Matrix nuisance and quality of life violations involving homeless persons, a Night Referral Shelter Program, provision of security to DPH and DSS outreach teams, and Matrix Program administration was \$537,923. This excludes the estimated Matrix program enforcement costs for persons who were not homeless, and enforcement of felonies.

The largest single Police Department Matrix cost is the time that Officers spend issuing citations for infractions and misdemeanors, writing reports and making arrests. This cost has been estimated by the Budget Analyst's Office based on a review of SFPD and Municipal Court data on the Matrix Program, and consultation with SFPD officials in charge of the Matrix Program.

The Police Department has not maintained data on the actual proportion of Matrix Police activity that involved homeless persons, so the Budget Analyst has had to make numerous assumptions, based on information obtained during this study, to arrive at a cost estimate. We believe that the resulting estimate (\$314,345) is a reasonable one, as it reflects the equivalent of less than five full time Officers performing routine enforcement of the portion of Matrix offenses that involved homeless persons on an annual basis (i.e. less than one Police Officer per shift for Matrix enforcement related to homeless persons). However, an exhaustive review of SFPD records would be required to attain a more precise estimate of Matrix Program enforcement costs.

The remaining SFPD Matrix costs include the equivalent of two full-time Police Officers who accompany the DSS and DPH Outreach workers (\$141,542), the cost of targeted night time patrols between the hours of 9 p.m. and 10 p.m. to refer the homeless to a shelter (\$43,504), and the SFPD administrative cost for the Matrix Program (\$38,532). All Matrix Program costs are supported by the General Fund.

In a February, 1994 update survey of the City's current programs and services affecting the homeless, the Budget Analyst estimated that SFPD Matrix Program costs for FY 1993-94 would total \$276,000. The current estimate of \$537,923 is based on a more in-depth examination of the full year's activities, and includes outreach staffing, Night Referral Shelter Program staffing and administrative costs that were not previously identified.



**SAN FRANCISCO POLICE DEPARTMENT - MATRIX PROGRAM**

Matrix Program - SFPD Component	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	HOMELESS GROUPS EFFECTED	TOTAL HOMELESS EFFECTED*** FY 1993-94
-SFPD Outreach Team Two Officers accompany DPH and DSS outreach workers to provide security for outreach/referral activities.	\$141,542	\$141,542	General Fund	Two Officers	Citywide Street Contacts	See DPH and DSS Matrix Outreach
-Night Referral Shelter Program Targeted patrols between 9-10 p.m. to refer homeless to Harbor Lodge Shelter. (Begun December 1993.)	\$43,504	\$43,504	General Fund	Six to Eight Officers for 1 Hr/Night	Street Contacts in 3-4 Districts	3,506 successful referrals to shelter (7 mos)
Matrix Program Enforcement Citations and arrests for violations of designated Matrix (generally nuisance crime) offenses: cost of est. homeless only.**	\$314,345	\$314,345	General Fund	Officer time to issue cites, make reports or arrests.	Violators of designated Matrix offenses.	Infractions: 7,345 Misdemeanors: 4,498 (estimate for homeless only; no felonies counted)
Matrix Program Administration Allocation of Deputy Chief and two Commanders' time for administration of Matrix program.	\$38,532	\$38,532	General Fund	Admin.	Not Applicable	Not Applicable
<b>TOTAL</b>	<b>\$537,923</b>					

\*Data on number of infractions and misdemeanors obtained from a combination of Municipal Court and SFPD statistics. Estimate of proportion of enforcement activities involving homeless persons based on estimates made by the Budget Analyst. No verifiable data available from the SFPD or the Municipal Court to provide precise information on this subject

\*\*If estimated non-homeless, non-felony citations and arrests included, enforcement costs would increase by approximately \$232,000.



## SHERIFF'S DEPARTMENT - MATRIX PROGRAM

**\$176,964**

As with the SFPD Matrix Program enforcement costs, there is a serious lack of reliable data with which to evaluate the costs of Matrix Program arrests to the Sheriff's Department. The Budget Analyst's Office has developed an estimate of \$176,964 in Sheriff's Department Matrix Program costs related to homeless persons for FY 1993-94. Sheriff's Department Matrix expenses are entirely supported by the General Fund.

Booking an arrested person is estimated to cost an average of \$87.50. No data is available to verify either the number of Matrix Program custodial arrests or the proportion of persons arrested who were homeless. Using SFPD data on Matrix Program arrests that does not indicate the proportion of custodial arrests, as opposed to on-street cite and release, we estimate that 1,244 homeless persons were booked for non-felony Matrix crimes at the County Jail during FY 1993-94, at a cost of \$108,850. This estimate cannot be verified by the Sheriff's Department or the SFPD.

Arrest and booking does not necessarily result in jail time. The Sheriff's Department frequently "cites out" (cites and releases) persons charged with under \$1,000 in citations, after giving them a date to appear in Court. The only data available on actual jail time served by homeless persons for Matrix offenses is an informal survey conducted by staff of the Supervised Citation Release Program, an organization that has a contract with the Sheriff's Department (see below). This survey indicated that in the early months of the Matrix Program, approximately 17 homeless persons per month were jailed for purely Matrix nuisance or quality of life offenses (i.e. no other charges), while in June of 1994, 67 homeless persons were jailed for Matrix offenses. The jail time served varied from 10 to 72 hours. (Persons held in custody go to Court on the next Court day, so if they are arrested on a Friday they cannot go to Court until Monday.) According to Supervised Citation Release Program staff, the main reason for a Matrix Program arrestee to serve time in jail is that they have accumulated over approximately \$1,000 in fine amounts from citations. Based on this information, the Budget Analyst estimates that the cost of holding homeless persons in jail for Matrix offenses was \$61,440 for the eleven month period of FY 1993-94 when the Matrix Program was in operation.

Finally, the Supervised Citation Release Program reviews misdemeanants for possible release, at a cost to the City of \$71 per release. During FY 1993-94, the program released 94 homeless persons who had been arrested for exclusively Matrix offenses, at a cost of \$6,674.

This analysis does not present an estimate of non-Matrix program costs related to booking or incarceration of homeless persons, because (1) most non-felony costs are believed to have been counted under the Matrix Program; and (2) only anecdotal information is available to determine what additional costs might have been incurred by the Sheriff's Department.





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## SHERIFF'S DEPARTMENT - MATRIX PROGRAM

Matrix Program - Sheriff's Department	*TOTAL HOMELESS COST FY 1993-94	AMOUNT PER SOURCE FY 1993-94	SOURCE OF FUNDS FY 1993-94	USE OF FUNDS	HOMELESS GROUPS EFFECTED	TOTAL HOMELESS EFFECTED FY 1993-94
Booking of Homeless People for Matrix Offenses	\$108,850	\$108,887	General Fund	Personnel	Violators of designated Matrix offenses	Estimate 1,244 bookings of homeless for nuisance crimes
Booking of homeless people who have been arrested and taken to County Jail for Matrix (generally quality of life) offenses.						
Jail Expense for Homeless/Matrix Offenses	\$61,440	\$61,440	General Fund	Facility and Personnel	Violators of designated Matrix offenses	480 estimated homeless jailed.
Jail expenses for homeless people who spend time in County Jail for Matrix offenses.						
Supervised Citation Practice Program	\$6,674	\$6,674	General Fund	Personnel	Violators of designated Matrix offenses	94 cases
Provides review of misdemeanants for possible release. Reviewed 94 purely Matrix cases in FY 1993-94 @ \$71/case.						
<b>TOTAL</b>	<b>\$176,964</b>					

\*Because no precise data is available on the number of custodial arrests under the Matrix Program or the proportion of bookings involving homeless persons, the Budget Analyst estimated these costs using available information from the SFPD and the Municipal Court on Matrix Program arrests. No verifiable data available from the SFPD or the Sheriff's Department to provide more precise information on this subject.